



# Career Development Network **JOURNAL**

Serving Career Development Professionals Since 1979

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Fall 2018

## ***Book Reviews 2018***

***Maggi Kirkbride, Book Reviews Editor***

- **Career Development Overview & Approaches**
  - **Career Planning**
  - **Job Search**
  - **Managing A Career for Success**
  - **Industries of the Future**
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# CAREER DEVELOPMENT NETWORK JOURNAL

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## Foreword

### Looking Ahead with the Journal

We present **Book Reviews 2018**, with Book Reviews Editor **Maggi Kirkbride of San Diego**. Our thanks to Maggi and her book reviewers.

The next issue will be devoted to career help for marginalized and at risk people. with Guest Editors **Heather Robertson, PhD, New York**, and **Sharon Givens, PhD, Columbia, South Carolina**.

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## Introduction

# INTRODUCTION TO THIS ISSUE

It bears repeating that a CPAD Network Book Reviews Editor has the best work in the world. I get to see books about careers and life at work, then communicate with people who share a keen interest in these books. Along the way I meet dedicated professionals with a variety of professional and personal interests and we have wide-ranging conversations. It's a wonderful experience.

A big thanks also goes to Managing Editor, Steven Beasley, for his guidance, support and friendship. Steven's commitment to our profession is exceptional. We are all fortunate to have him helping us learn what's new, important and relevant.

Publishers and the buying public don't get together to decide, "This is the year to publish and read books about XYZ." Still, from my chair I see trends. This year there were many books about the changes in workplaces and work itself, along with books about how workers can adjust to the changes that show no signs of slowing. Many of our reviews in this issue are in the areas of job adjustment or career management.

Thanks to the internet, we all have so much (too much?) information at our fingertips. For example, we only need a gadget from tiny to wall-size for reading a "book" now. When we have a question or quandary we are more likely to use a gadget to research it than to call on a librarian or a wise elder. (That leaves librarians and wise elders in a group called "displaced workers," but that's another story.)

In spite of available-information overwhelm, it isn't always easy to find the information we want. With that in mind, I want to bring your attention to two critically important resources for all of our readers and their colleagues who wonder where and how to get good information for their own career next steps.

- First is the website of the National Career Development Association, [www.ncda.org](http://www.ncda.org). There you can find up-to-date resources for training, credentialing and related resources and services under the "Professional Development" tab.
- Secondly, Paula Brand has produced the third edition of her Essential Guide to Career Certifications. In this digital Guide there is information on 50+ career credentials across a variety of providers. It includes the category, costs, length of time, recertification requirements and links for additional information. You can learn more at <https://theessentialguidetocareercertifications.com/the-guide>.

"Keeping up" is a concern for career services providers, no matter where they work. How to

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keep up with trends and how to keep up with what's new in town and across the country, as well as globally... oh, my!

As a special Appendix to this issue of the Journal we have a challenge for our readers to explore the description of a new job in a new company. After reading the requirements, responsibilities and qualifications, ask yourself: Am I ready for a discussion about this job with a prospective student, grappling student, graduating student, transitioning job seeker, a teen's parent or a resume client? How will career services professionals meet the future needs of the people who expect answers, guidance and expertise? Fortunately, we have book recommendations for you.

The reviews in this Journal are grouped by chapters. Each review in a chapter is organized around a common theme using the following pattern:

- Book Information
- Book Purpose or Theme
- Brief Summary of Content
- Most Useful Things Learned from the Book
- Critique and Feedback

Each review is followed by contact information for the reviewer. Feel free to engage with our reviewers. We are all fortunate to be able to learn and grow together.

If you have additional favorite books, resources, or information to share with your colleagues, please contact me for inclusion in an upcoming Journal issue.

Maggi P. Kirkbride, MEd, Book Reviews Editor

**Maggi Kirkbride** designed, developed and managed adult career services programs and delivered individual and group services to transitioning workers through three generations of workplace and workforce change. With her new master's degree she began working with displaced workers in a community college setting, and then moved to state agencies in New York and California, then to various higher education and corporate settings. She also provided services for transitioning workers in private practice for over fifteen years. Throughout her career she wrote books, articles and other features about work and workers. She wrote hundreds of business book reviews for professional, trade and consumer magazines and journals, coauthored two business books and was editor or ghostwriter for many others.

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## Chapter 1

# CAREER DEVELOPMENT OVERVIEW AND APPROACHES

*Career Development and Planning: A Comprehensive Approach* (5th Edition), by Robert Reardon PhD, Janet Lenz PhD, Gary Peterson PhD, and James Sampson PhD. 2017. Kendall Hunt, Dubuque, Iowa, USA.

According to the authors, this book was developed “to provide instructors and students with knowledge drawn from cognitive psychology that can be used to solve career problems and make career decisions.”

The content of this book is divided into three major sections. Section 1 focuses on cognitive information processing and its components of self-knowledge, options and decision making. Section 2 deals with the world-of-work including workforce and economic trends, organizations and organizational culture, and special conditions and challenges such as dual career couples, job sharing, telecommuting, self-employment, child care, the sandwich generation, factors affecting women’s and men’s career, job stress, managing work and family life, and the like.

Section 3 has the most familiar, and perhaps the most important, content to a student who is keen on finishing his or her education and getting on with a job and a career. This section focuses on those steps necessary to find a job, such as setting forth job goals and objectives, finding and targeting potential employers, the importance of references in securing a job, drafting resumes and cover letters, preparing for and participating in job interviews, and considering job offers.

The content offers significant information on the various types of resumes, the use of action words on resumes, and the importance of listing accomplishments. Attention is given to the use of technology in the job search process, including social media and how it can help in networking.

Also included are tips on preparing for and executing an informational interview and a job interview. A listing of questions that a person might ask during an informational interview are provided. There is a chart that summarizes the types of interview questions that a person can anticipate. These are organized into categories such as questions related to career goals, self-knowledge, experience, knowledge of the career field, decision-making abilities, behavior-based questions, etc. There is also a chart that suggests the various facts an interviewee should know about the organization he or she is interviewing with. These include items such as the product line, the organization’s reputation, anticipated economic growth, its mission, types and quality of its training programs, and the like.



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In additional chapters there are tips for evaluating job offers, negotiating a salary, maximizing bargaining power, and understanding what kinds of things can be negotiated. The last chapter features information on getting a good start in the new job. It offers advice on helping students understand the difference between college and work in terms of schedule, expectations, dealing with a boss, dealing with people, and how one is evaluated. There are sections in this chapter on image and dress, managing your boss, coworker relationships, financial management, communications skills, getting promoted, getting fired, and quitting.

Although this book is designed primarily for college students, the information is also useful to counselors and advisors who may not be well grounded in the content and components of career development, career planning, and career management. It could be helpful as a resource for student success specialists as a basis for helping students succeed not only in content classes, but in how to leverage their skills and experience on the job.

There is an instructor's manual which was requested but not received at the time of this writing which might be useful. For career advisors and counselors who hold a career development certification, this book may not offer as much new information.

According to the authors, this book is designed as a resource and textbook for a three-semester course. In that regard, the book has a great deal of information that is academically appropriate with solid references and research. This is not surprising because the authors are university career development leaders who are university student focused with an unmatched record as researchers. The book may not be as appropriate for community college students or technical school students, although some sections could apply.

What might enhance this book for the intended audience, university students, is to provide more hands-on exercises for the student to complete. Exercises such as finding information on potential employers, analyzing a job description, identifying key words in jobs descriptions, writing a good resume draft and cover letter, practicing answers to typical interview questions, identifying a salary range for a particular job, researching how a major might be valuable in a variety of industries, how to determine the culture of an organization, could be good additions. The appendices do have some activities to include in an individual action plan and instructions for a culminating academic paper.

The section on Internet resources should be expanded to include more, and more detailed information on various occupational groups or families so that more targeted information can be found by students in different academic majors. Advice on how to use the content in three, one credit courses would expand the book's utility.

Reviewed by **Janet Wall**, Founder, CEUonestop.com, Arlington, VA. She can be contacted at [ceuonestop@gmail.com](mailto:ceuonestop@gmail.com) or <https://www.linkedin.com/in/careerfacilitator/>

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*A Strengths-Based Approach to Career Development Using Appreciative Inquiry (2nd Edition)*,  
by Donald A. Schutt, Jr. 2018. National Career Development Association, Broken Arrow,  
Oklahoma, USA.

A Strengths-Based Approach to Career Development offers strong theoretical grounding, resources and many practical tools to help people discover their best selves and leverage their strengths in their careers.

This book explains Appreciative Inquiry (AI) in a way that readers will easily understand. They will learn the value and techniques of conducting appreciative interviews. Appreciative interviews are quite different from all of the typical career-related interviews. Instead of a focus on what's wrong and then working to fix it, AI puts the focus on what works well and how to create more of it. The starting point for creating career satisfaction is positive, not negative.

The first two chapters explore the approach, foundational concepts, the history and terms of AI, and compares it to other approaches.

The third chapter provides a detailed analysis of the approach which includes the 5-D Cycle: Define, Discovery, Dream, Design, and Delivery. In Chapter III there is also a practical six-hour career development workshop template for an experienced counselor or facilitator. It serves as a model for understanding, implementing and teaching this approach.

The Fourth and final chapter provides a detailed workshop example with slides, comments and process notes. The workshop template is also available at [NCDA.org](http://NCDA.org). This material can be divided into smaller formats of perhaps one-hour segments, or delivered in two longer, three-hour sessions, for a total of six hours. Also included are an Agenda, handouts, suggested activities and more.

Multiple print and online resources are listed with brief descriptions of them. Many References are provided for readers who want to learn more about aspects of Appreciative Inquiry. This book has three robust Appendices. There are detailed instructions for activities with individuals or groups, a template for an Appreciate Inquiry interviews, and a participant guide.

A Strengths-Based Approach to Career Development will be most useful to experienced career services providers and program facilitators, mainly because the approach is so different from "find out what's wrong and fix it." It takes focus, intention and concentration to do appreciative interviewing. For anyone looking for a positive emphasis in an individual or group program, AI is an approach to look into.

Appreciative Inquiry is useful with people of all ages and experiences who have no idea what they want to do work-wise, or with their lives in any sense. It is also useful for people who have been working with other people's career issues for a long time and have already heard all the reasons to be negative, frustrated, and discouraged.

Workshops and programs detailed in this book can be given in a variety of settings: schools,

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workplaces, prisons, community organizations, etc. The formats can also be varied for individuals, groups, and larger organizations.

Appreciative Inquiry is defined, described and detailed in this slim monograph. The templates, notes, activities and resources will enable career services providers to add AI workshops and interviews to their toolkits.

As impressive as so much information and so many detailed examples are, it might be intimidating for less experienced workshop leaders to dive into presenting an AI workshop for career development situations. Reading what to do, and having the notes and slides, may not be sufficient for success. It seems advisable for a presenter to be a participant in an AI workshop or an Appreciate Inquiry interview before becoming the leader of the process.

Everything is here within this book that would be needed to conduct individual appreciative interviews or large group workshops. The resources and references provide plenty of opportunities for readers to explore Appreciative Inquiry from the perspectives of positive psychology, pop psychology, organization development, career development theory, happiness studies, and more. I have only one objection to this comprehensive and practical monograph: the workshop slides. According to guidelines for good presentations today, these slides need to revisit the drawing board. They are way too wordy, and most are too complex. There is nearly a complete lack of graphics. The timing of the slide presentation is such that over forty slides would be shown and discussed (but not read verbatim, I hope) in a six-hour workshop. (That would be a new dense, hard-to-read, slide every few — nine! — minutes.) My term for that is “slide-swiping” and it seems participants would be quickly overloaded, and probably frustrated.

Giving workshop participants as much take-away material as possible is admirable, so perhaps the slides as currently provided could be distributed at the end of a workshop, while abbreviated and graphic-laden versions can be shared with participants in a program.

Appreciative Inquiry is a career development approach that is too important and helpful to turn away people in their learning experiences of it, especially those who will surely become converts otherwise.

Reviewed by **Maggi Kirkbride**, Author, Editor, Ghostwriter in San Diego California. She can be contacted at [Maggi@MaggiKirkbride.com](mailto:Maggi@MaggiKirkbride.com) or <https://www.linkedin.com/in/maggipaymentkirkbride>

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## Chapter 2

# CAREER PLANNING

***How to be Everything: A guide for those who (still) don't know what they want to be when they grow up by Emilie Wapnick. 2017. HarperOne, New York, New York, USA.***

Emilie Wapnick coined the word “multipotentialite” to describe herself and others who find they are passionate about many things instead of settling on one path as their true calling. After reading this book, I feel a connection with the author and I know many others will as well. In higher education career services I see many students who are within three semesters of graduation and are unsure of their career path. They feel there must be something wrong. Why can't they be mature and choose a career?

Wapnick's audience for this book is all the people who are told that they must choose one major in college when they cannot choose! Also, all the people who are told they must find their true passion and follow it single-mindedly, even when they have many passions! And, her audience includes all the people who are made to feel they are failures because they move on to another passion just as they establish themselves successfully in one area!

In *How to be Everything* the author provides a definition of multipotentialites – those who are driven by curiosity, or need to learn and understand everything, or have a desire to experience many different facets of life. She doesn't put everyone into the same neat little box, because she recognizes that multipotentialites can be many different things and define themselves in a multitude of ways. She provides an overarching definition with a list of synonyms, and then gives her readers permission to define themselves, or not, as they wish.

One of the best aspects of this book is the in-depth information provided in “Part II: The Four Multipotentialite Work Models.” In this section, the author spends a great deal of time and space discussing the four work models used effectively by many multipotentialites. This section also provides real-life examples of people who are using each model. “Part II” begins with an overview of the work models, then moves into more detail with a chapter devoted to exploration and strategies for each style.

Each chapter ends with a section called “Trying on . . .” for the specific work model. This section provides concrete steps that will aid the multipotentialite in exploring and gaining self-awareness and knowledge. In every chapter, this section contains tangible advice that can be used in any order, rearranging the suggestions to match the needs of the individual. A summary of key points from the chapter follows this valuable section.

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With the Group Hug approach, multipotentialites have either found or created a multifaceted job where they can contribute in many areas. In the Slash approach, multipotentialites have created multiple part-time jobs or businesses that they manage effectively. These slash careers can be connected, such as photographer/web designer, or they can be very different in nature.

Individuals choose what works best to fit their needs. In the Einstein approach, multipotentialites have one career that supports all their needs while leaving enough time, money, and energy to pursue other interests on the side. In the Phoenix approach, a multipotentialite works in a single career or industry for months or years and then shifts to a new career or industry, moving through passions sequentially.

This book will be useful for career professionals at all levels and with all types of clients. I have used this information successfully to explain to parents of an incoming freshman why their child could not “just pick a major and be done with it.” I have also used information from this book to reassure university students at all levels that there is nothing wrong with them – they can create the type of life and career they dream of, with hard work and effort. And the effort starts with this book, *How to be Everything*.

Emilie Wapnick has done a wonderful job of synthesizing a great deal of information into an easily readable format that career professionals, multipotentialites (and their parents) alike will find helpful and reassuring.

The book ends with appendices that include a list of famous multipotentialites and an example list of interdisciplinary fields. As a career professional coaching university students through choosing a major and the career decision-making process, I feel a list of resources would be helpful to the reader.

No one has to go through this process alone if they understand there are career professionals who are ready to listen without judgement, ask questions that move thinking toward action, and provide knowledge and support as necessary. Overall, *How to be Everything* is an excellent book that provides good information to those who recognize themselves as multipotentialites and those who are unsure of where they fit.

Reviewed by **Donna Srader**, Lead Counselor, Texas Tech University Career Center, Lubbock, Texas, USA. She can be contacted at [www.careercenter.ttu.edu](http://www.careercenter.ttu.edu).

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***Med School Uncensored: The Insider's Guide to Surviving Admissions, Exams, Residency, and Sleepless Nights in the Call Room (2nd Edition) by Richard Beddingfield, MD. 2017. Ten Speed Press, New York, NY, USA.***

This book is an in-depth insider's guide to a physician's career, covering the complete medical school experience from admissions to graduation, and beyond.

Written from the perspective of a seasoned physician who constantly advised would-be medical school candidates on how to get into medical school, the author produced *Med School Uncensored* to answer the questions he felt prospective medical students weren't asking (but should).

Gaining admission to medical school is a fierce competition, but it's only the first hurdle. The challenges students face increase exponentially after medical school acceptance. Medical school is hard work, but most medical students don't realize how hard it is until they're already immersed.

This book provides authentic advice and unfiltered perspective about the academic rigor and unrelenting pace of medical education, briefly advising on how to choose a medical school, providing extensive advice covering the four years of medical school from preclinical years to taking the Step 1, 2, and 3 exams, extensive information on the residency and fellowship process, and guidance on obtaining first jobs following medical school.

This book will be most relevant for recently-admitted medical students to strategize and make the most of medical school training. This book would also help undergraduates who are thinking of applying to medical school to get a realistic view of what lies ahead, and perhaps provide an edge in crafting answers for admissions interviews.

Beddingfield, a cardiothoracic anesthesiologist, is honest and direct about his experiences, and shares things he wishes he would have known before embarking on his medical degree. First-person advice from other physicians is provided in the 'Another Doc's Shoes' short essays scattered throughout the book.

Reading this book felt like attending a great alumni presentation or panel event. I was engaged and entertained throughout, and was surprised how much I had learned when it was all over. Beddingfield knows what he is talking about, and his writing is as fun to read as it is informative.

University career counselors and academic advisors (both new and seasoned professionals) will find this is a great resource for their own advising knowledge, and the book will be especially helpful to anyone who works with a premed undergraduate population, or who specializes in health professions advising. Students, of course, will benefit from the book's information but they probably won't have time to read it until after their medical school applications frenzy is over.

This book would be the perfect read for students in the summer just before starting medical school (which, by the way, the author refers to as 'the last summer of your life'!)

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I found the most helpful chapters in this book were about ways to pay for medical school (there are options besides taking out masses of student loans), and the chapters providing information on residency (determining what medical specialty after four years of general medical education). These are things most undergrads don't even consider when they say they want to go to medical school.

I knew I liked this book from its opening chapter where the author described meeting countless robotic potential medical students obsessed with learning what it takes to get admitted to medical school. They wanted to know exactly what Medical College Admission Test (MCAT) score to strive for, and what activities to undertake to be able to stand out as an applicant. But they never asked what happens after being admitted, and what it's really like in medical school. Too many undergraduate students (and their parents) have a dogged focus on the mechanics of medical school admissions, obsessing about doing all the right things to be admitted, but not really considering their post-MCAT future, especially how much it all costs and how to pay for it.

I work in an academic medical center where undergrads come to campus for summer research programs. The majority of these students say they want to attend medical school – but most do not understand the realities of life as a student doctor. They focus on the admissions process, but not what happens for the six-plus years (usually emphasis on the plus) between acceptance and qualifying as a physician.

There are countless websites devoted to this topic, but so many of them are truly dangerous, full of misinformation and literally freaking students out with their hysterical tone and bad advice. Beddingfield's book mostly mirrors information on the Association of American Medical Colleges (AAMC) website, which is a legitimate source of medical school information, but tends to be rather dry and academic in presentation with a slant towards all that is positive about physician training.

Med School Uncensored presents 'the good, the bad, and the ugly of med school' and it all rings true. I will recommend this book to any students and parents who will listen to me, if I can get a word in edgewise amongst their MCAT score questions.

Reviewed by **Natalie Lundsteen**, PhD., Assistant Dean for Career and Professional Development, The University of Texas Southwestern Medical Center, Dallas, Texas. She can be contacted at <https://www.linkedin.com/in/natalielundsteen/>

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***Succeeding In God's Vineyard*, by Peter G. Raeth PhD, Editor and Contributing Author.  
2015. CreateSpace Publishers. Available <https://amzn.to/2RQgl9P>**

Aristotle's quote sums up this book perfectly: "Pleasure in the job puts perfection in the work!"  
A great read for anyone who wants to find purpose and passion at work.

This book is perfect for career services professionals, or anyone who wants to uncover their true calling and enjoy passion in their careers. Whether an entrepreneur, a laborer, an office worker or executive, this book guides you on how to serve, enjoy your work, become a blessing to others and achieve success in the process.

The tone of this book is both formal (referencing ancient Biblical text), and informal with examples of the author's own experiences. Topics such as "Good Practices and Biblical Principles," to "Success on Purpose, not by Accident," "Faithfulness at Work," and how "Work Yields Merit," are covered. The author helps you discover that good works are natural to good living.

This book makes you think! Through Biblical text, the author takes you on a journey of self-discovery to uncover what God's desire is for you and how you can play to your strengths and make the most of the natural gifts you've been given. Additional topics address the need for continuous professional development to increase your gifts, how to be a blessing to others in order to help mankind solve problems, and that assessing the quality and excellence of work is continuous.

A few other reflections covered are: to be aware of greed, to be of solid character, and to be fully engaged in your work. The author reassures the reader it's never too late to find your passion, do what you love, and be a blessing to others in the process.

One of my favorite Biblical passages in the book states, "The life of a laborer that is content with what he hath, shall be sweet, and in it thou shalt find a treasure." - Ecclesiasticus 40.18.

The author concludes by saying, "We each may be a person of God, and an excellent one, at the anvil; behind the plow; by the loom and the turning-lathe; in the stone quarry; on the railway; the canal or the ocean. These various occupations he may pursue under Christian motives and principles, and their various manipulations may be acts of real worship, more acceptable to God than the slaying of a victim and the burning of incense."

This book is small ... but mighty! Each page is brimming with solid, common sense advice that can be applied immediately to anyone who wants to find passion and reassurance they are on the right track and in the right profession!

In my opinion, the best audience for this book is any career service professional. By the nature of our business as teachers, mentors, coaches, resume writers and counselors, we're in the business of helping others, it's who we are and what we do ... naturally.

God blessed us with the gifts of writing, empathetic listening and encouraging others to become successful. By offering these talents we can make a fair living, help others in the process, and know that while doing this, rewards will come to each of us.



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This book will help anyone in the careers industry (or any other industry), dig deep to unlock their gifts and passions. This book is a practical blueprint for success. *Succeeding In God's Vineyard*, encourages success as God intended for each of us.

Don't let the small size of this book fool you! It's packed full of inspiring, common sense information that can be readily applied. I suggest reading this book slowly and deliberately (preferably with a highlighter and notepad), because there is a lot to absorb. This is a book I will keep and refer to often, it's the type of book you savor, then come back to time and time again.

This book helped reinforce my passion of becoming a Resume Writer (discovered later in life, after more than twenty-five years in corporate America), is what I was meant to do. I thank God for this gift of writing. I am using it to help others ... every day!

Reviewed by **Laura Slawson**, CCM, CPRW, The Creative Advantage, LLC, New Jersey, USA.  
She can be contacted at [www.LauraCreativeAdvantage.com](http://www.LauraCreativeAdvantage.com).

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***The Business of You: A Guide to Finding, Managing, and Succeeding in Your Career (1st Edition) by Lukas Krause. 2018. Greenleaf Book Group Press, Austin, Texas, United States.***

This book is for early to mid-career professionals who want insights into how to manage and progress in their careers. The author invites the reader to approach career planning the same way you would approach business planning. Analyzing a business requires that you monitor both internal processes and external variables, and knowing that both internal and external elements can dictate the success of a small business. The same applies to your career.

The author provides strategies for those looking to advance in their career. He explains that improvement does not take countless hours each day but thirty quality minutes daily. "Improvement takes consistency and concentrated practice," he advises. He also suggests that dedicating a little time each day will get you the results you are looking for. The author begins by explaining his career journey and why he believes it is important for professionals to know how to manage their own careers. Each chapter provides key concepts and tips that the reader can implement immediately. At the end of each chapter he includes ideas for actions or specific efforts that the reader should take.

The topics covered in this book include:

The Business of You. Identifying your strengths and weaknesses through personal assessment.

Developing a personal vision statement and setting career goals.

How to Secure or Find a Job. Explains what to look for in a company in order to maximize your chances of career success.

Applying for positions. Where to look for job openings.

Resume writing, interviewing tips and strategies.

Evaluating a job offer. The steps to take to evaluate the opportunity.

Cultivating a positive attitude and excellent work ethic.

The Importance of Confidence.

Professional Development Planning.

Personal Brand Management.

Communicating Your Brand.

Developing strong interpersonal skills.

This book will help job seekers, particularly those who are early in their careers, and career services professionals who want insights and practices to share with their clients. The most helpful information are the sections on managing your personal brand, communicating your brand and excelling in your workplace through day-to-day responsibilities.

The author provides a detailed discussion for how to be successful in the job you have right now. He addresses workplace scenarios that are prevalent today and offers practical solutions for how to handle those situations. Job seekers will appreciate the practical guidance the author offers on these topics. The Appendix includes worksheets for a job-seeker to use to set goals, prepare for an interview, and a 360 degree review feedback form. Although many readers would appreciate resources they can access online, the forms are easy enough to create for electronic use.

Professionals enter the corporate world with absolutely no vision or plan for managing their careers. The expectation is that their managers will manage their career path and trajectory. This

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book provides strategies and tips on how to manage your career and includes several chapters on job search preparation.

What I really liked about this book is how the author encourages readers to approach their careers the same as a business owner approaches their company. I think the “Ideas in Action” at the end of each section challenges the reader to take action immediately versus only giving advice and leaving it up to the reader to figure out their own next steps.

Although I believe that the audience is job seekers and career services professionals, more specifically this book would ideally suit an experienced career professional looking for career advancement. A recent college graduate may need more information on resume writing, interviewing strategies and salary negotiation.

As I read further into the book I felt that the author tried to address too many topics that need more in-depth attention. I think the author’s strengths are the career management related topics: Branding, communication, attitude, navigating the workplace. A book focused solely on these topics would have been more beneficial to the reader.

Overall, I enjoyed this book. I thought the author offered a fresh perspective on job preparation and career management.

Reviewed by **Rhoda Smackum**, Career Advising Specialist, University of Maryland University College, Adelphi, Maryland. She can be contacted at LinkedIn: <https://www.linkedin.com/in/rhodasmackum/>

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***The Career Fitness Program: Exercising Your Options (11th Edition) by Diane Sukiennik PhD, Lisa Raufman PhD. 2016. Pearson Education, Inc. USA.***

The purpose of *The Career Fitness Program: Exercising Your Options* is to provide job search related knowledge, strategies and tips for beginning and mid-level career transitions. This book is well-suited for job searchers, college career counselors and faculty members teaching career-related courses.

*The Career Fitness Program: Exercising Your Options* is organized very effectively into twelve, easy-to-digest sections that cover the gamut of career success strategies. The book's primary components include exercises, real life stories, facts, tips, and to do actions. The book's components serve as building blocks to career discovery.

One of my favorite aspects of this building block approach is the tremendous amount of self-discovery that occurs as you engage in the book's job search process. For example, the book has personality and interest inventories to connect job seekers to career choices that emphasize their own personality types. The book stresses the power of affirmations, positive self-talk, and humor. Setting goals, identifying your values and creating a vision are also key job search steps that are emphasized in the reading and exercises.

The layout of the content of this book is highly effective and appeals to the different learning styles. For example, the color coded blocks of information along with the tips, pictures charts and graphs appeal to the visual learner while the worksheets appeal to the learners who read and write. The various exercises in the book, such as the interest inventories, goal setting and decision making appeal to the kinesthetic learner.

The career knowledge provided by *The Career Fitness Program* helps readers to understand the big picture of career search from a global perspective using statistical data that showcases future growth trends and salaries of top-ranked occupations. Additionally, the book assists readers in career research using the O'Net to evaluate job descriptions and identify transferrable skills. A highlight of the book, "The Career Fitness Portfolio," utilizes the activities completed throughout the book for readers to develop a career fitness strategy.

This book also features modern job search strategies that cover building a linked in profile, and social media as it relates to networking and introductory knowledge for starting a business. When utilized in an academic setting, the book can be bundled with the MyStudentSuccessLab feature through Pearson Education to enhance the learning experience.

As a graduate school assistant professor who also teaches a career course to both undergraduate and graduate students, I found this book to be enlightening and helpful regarding all the information that is provided. There is a diversity of material. Important aspects of the textbook sometime forgotten in the traditional job search process are the self-assessment exercises, pertinent job related situations, and challenges related to ethical scenarios as well tips to improve time management and goal setting skills.

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Additionally, readers are forced to thoroughly evaluate their career fit based on personality, decision-making style, feelings and behaviors as a result of reading this book.

Career service professionals will appreciate the book's cutting edge information for career seekers from all backgrounds, and the lively sections covering the latest techniques for seeking a job such as how to build your career network and target your job search using social media (LinkedIn, Facebook, and Twitter). The exercises are extremely helpful in managing the job search and self-discovery process. The material brings to life so many areas that are not considered when building a career portfolio, such as how we see ourselves and what motivates us in our own individual world of work.

This book does a very good job of providing overall strategies, including areas such as entrepreneurship or starting your own business. One area that could be captured in more detail is how and when to upgrade your career. More specifically, using the O'Net as a tool to research and identify a slight career change with high impact on career satisfaction.

Reviewed by **MeLisa Rogers**, PhD, SHRM-SCP, CPBA, Assistant Professor / HRD Graduate Program Coordinator, Department of Technology & Workforce Learning, Pittsburg State University. She can be contacted at: 620-235-4074 or mrogers@pittstate.edu

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***The Designing Your Life Workbook: A Framework for Building a Life You Can Thrive In* by Bill Burnett and Dave Evans. 2018. Clarkson Potter, New York, NY, USA.**

Written as a companion to the bestselling *Designing Your Life: How to Build a Well-Lived, Joyful Life*, the workbook offers college graduates and career changers thoughtful exercises that will lead to more satisfying lives.

The Design Your Life (DYL) method encourages people to approach their life goals the way a product designer would a new product. The following mindsets, adapted from design theory, permeate the exercises in the workbook:

Be curious: Ask questions and explore options.

Try stuff: Thinking and reading will get you only so far. Try out your ideas and see what happens. Learn from setbacks and keep moving forward.

Reframe problems: The key to getting unstuck is to think about a problem differently.

Know it's a process: Life is not a perfectly organized chronology of events. It's sometimes messy and you'll need to let go of previous plans and ideas.

Ask for help: Collaborate with a team to design your life well.

The workbook follows the book's outline, providing a dedicated space for readers to write out their thoughts, ideas, plans, and progress notes in response to the suggested prompts detailed in the book.

One of the exercises is called a "Good Time Journal." Participants write a daily log of activities and then note on provided gauges how they felt doing those tasks. Engaged or bored? Energized or drained? Follow-up reflection questions help participants uncover the why behind their responses, giving insights into ways they can boost their engagement and energy as they plan their lives.

Another exercise is to create "Odyssey Plans," described as "sketches of viable and substantially different possibilities that animate your imagination and allow you to make better changes." Again, thoughtful follow-up questions make sense of how to move forward with these brainstorming exercises.

Once career possibilities are imagined, readers move into prototyping their plans. "By doing small experiments, meeting people, and exploring your options through hands-on experience you'll get a lot further than by only reading, thinking, and reflecting." The prototyping exercise encourages readers to conduct Life Design Interviews (what career professionals will recognize as informational interviews), and shadow professionals who are doing the kind of work they might like to do.

Readers are encouraged to build a team of interested friends, family members, and colleagues who can provide varying levels of support. Ideally, these people will be on board with the DYL approach to life planning themselves, so the group can function like a community. "Community is more than just sharing resources or hanging out now and then. It's showing up and investing in the ongoing creation of one another's lives," the authors write.

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While the title *Designing Your Life* implies a broader scope than just career, the choices surrounding work make up most of the workbook's focus.

The DYL method was first introduced as an elective at Stanford, so recent college graduates with great potential and too many good options are likely in the best position to benefit from the workbook's approach to life planning. Career changers and retirees considering a second act could also find value in the tools and exercises here.

People who are naturally skeptical about the self-help genre will probably not enjoy this workbook. The authors use a fair amount of typical motivational phrasing (e.g., trust your inner voice, maximize your vitality, fail forward).

Likewise, people who are not interested in pursuing self-awareness will not get far. Some of the questions early in the workbook are heavy (e.g., why do you work; what is the purpose of life; what are the roles of joy, sorrow, justice, injustice, peace, and strife in life). To be useful, all of the exercises require thoughtful consideration and a good amount of time.

The book and workbook provide excellent material for a group or classroom environment. The accountability and realistic feedback will help drive momentum and encourage completion.

Prompts are provided for all of the exercises, and many pages feature pull-out quotes from the book, but readers will miss out on key insights if they try to use the workbook as a standalone project without reading the book.

The workbook does seem to assume that readers will have the financial freedom to pursue their dreams, which is probably more likely for young college graduates than it is for mid-career changers. Retirees with fewer options due to finances, health, or other limiting factors might prefer a life planning project specifically geared toward that stage of life.

The workbook is designed beautifully with heavy white pages, sans serif font, teal accents, plenty of white space, and lots of room for personalizing with notes, drawings, journaling, mind mapping, etc. The workbook also features a sturdy spiral spine and a teal elastic bellyband that wraps around an acetate cover. All of these elements work together to convey a sense of both weight and beauty—a perfect combination for planning the most important project of all—your life.

Reviewed by **Linda Mulcahy**, CPRW, Simpsonville, SC. She can be contacted at <https://www.linkedin.com/in/linda-mulcahy/>

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***Too Young to be Old: Love, Learn, Work, and Play as you Age* by Nancy K. Schlossberg  
EdD. 2017. APA Life Tools, Washington, D.C.**

As baby boomers reach retirement age with a longer life expectancy than any previous generation, the question of how to age gracefully is uppermost in their minds.

*Too Young to Be Old* is a very conversational, upbeat and accessible book that is firmly grounded in research. Based upon positive psychology and transition theory, it provides tools to help the reader to understand and navigate the transitions experienced over the lifespan.

The text is divided into four major categories: Resolving Your Love-Hate Relationship with Aging, Understand Transitions, Navigate the Many Transitions of Aging and Create the New You. There are five transitions in aging that are covered in depth: your coping skills, retirement fantasy, location decisions, health challenges and family transitions.

The first section “takes a frank look at the feelings that we experience as we age.” How do we deal with the physical changes that occur over time? Age denial and ageism are prevalent in society today. Although they may be subtle, they play an important role in our sense of self. The second section illustrates the structure of any transition that we may undergo. It elaborates upon the 4-S Transition theory, explains the role of timing in transition and offers basic coping strategies so we can master any transitions we face.

The third section “shows how the transition framework plays out in four transitions commonly experienced as we age.” The term “psychological portfolio” is introduced to describe the challenges of beginning a new life in retirement. Identity, relationships and purpose have to be redefined in this new stage of life. Six major paths are then identified that retirees are likely to follow. Will you be a continuer, adventurer, easy glider, involved spectator, searcher or retreator? Retirees are often asked what they want to do upon retirement but it doesn’t mean that they have to reinvent themselves just because they have reached a certain stage of life.

Financial status is one of the most important factors in making retirement decisions. A reduction in income, sudden expenses, being able to do the “extra” things that make life enjoyable – all of these elements impact our ability to be free from anxiety about money. Location is another important variable to consider. Will you remain in the same geographical area? Do you plan on aging in place or moving to a retirement community? Do you want to be closer to family?

The fourth section “focuses on how you can approach the future positively.” The importance of social engagement and ways to create your own happiness as you move along the road to positive aging are explored.

The best audience for this book is any person who may be retiring in the future whether it’s quickly approaching or five, ten or more years down the road. Since the book focuses as much on the aging process as it does on retirement, it’s even more relevant as we are all progressing through the process. It’s classified as a Self-help book, however you may take the information and share it with your clients, teach a course on making the most of post-retirement or even use it



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for your personal transition. As career professionals we work with a wide range of individuals in various stages of life, so it is always a good idea to be knowledgeable in a broad range of areas. The most useful information in the book, in my opinion, are the sections on developing our coping skills and reframing the challenges that we may encounter. There are also tools provided that will increase your well-being across the lifespan.

As Dr. Schlossberg so aptly states: “Aging will continue to challenge us. Mastering these challenges is the goal of this book.” She then helps the reader to see the drama of our future and how we can deal with the unknown.

Nancy Schlossberg is the author of the 4-S Transition Career Theory and she has incorporated it throughout this book since preparing for retirement is a major transition in our lives. Through the use of her personal journey during the process, and case studies and examples of clients that she has worked with, the reader can relate and better understand the situations that many have faced and dealt with.

Her approach helps readers to view aging and retirement as the time to explore choices and possibilities rather than as a time of narrowing options.

As a trainer and career counselor, I can see the value in this book in working with many different clients. And, as someone who is approaching retirement, I can definitely relate to the concept of loving, learning, working and playing as I age.

Reviewed by **Shirley Rowe**, Principal Owner at Front Rowe Consulting in San Antonio, Texas. She can be contacted at <https://www.linkedin.com/in/shirleyrowe>

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## Chapter 3

# JOB SEARCH

***What Color is Your Parachute 2019*, by Richard N Bolles. 2019. Ten Speed Press, New York, NY, USA.**

The subtitle of this book says it all: A practical manual for job-hunters and career-changers. Bolles presents this annually updated book to guide everyone seeking employment. Most of us remember a time when our parents (or grandparents) had one or two jobs...over an entire career. We no longer live in that sort of environment. Most of us will have several jobs over our career, and may find ourselves looking when we least expect it. Bolles' writing makes no assumptions about the job seeker's abilities or interests. He is not writing in academic terms, but in a casual (very readable) tone that is informative while also comforting. The reader feels like he or she can succeed in finding that next job!

This book starts by bringing the reader up-to-date on the current job market and the avenues for seeking employment. Again, Bolles does not assume that the reader understands the current job market. In fact, even if he or she does know their job prospects, this book will provide the reassurance that finding the next career can happen.

After this basic refresher, the reader will embark on a self-inventory and an examination of possible careers. This part of the book has become a well-known exercise that will empower the reader. Bolles' exercise focuses on seven critical areas: people, working conditions, skills, knowledge, salary needs, geography, and one's purpose in life.

The final chapters of this book look at a myriad of challenges facing the job seeker. The reader is encouraged to understand what information is available online and how it portrays the candidate. He or she will then develop an understanding of solid interviewing techniques, the challenge of the "hiring" conversation. Finally, we read about the art of negotiating a salary – something far too many of us are lacking abilities in. Bolles encourages all of us to understand our handicaps and then choose a career, or even start our own business.

Of course, what would any good self-help guide be without an appendix? Bolles offers four appendices. The reader is encouraged to understand their purpose and utilize that reality in the job-seeking process. Finally, the reader must face the feelings of being out of work and consider what tools are at their disposal, including career coaches.

People serving in helping professions are always looking for tools they can pass along to their clients, students, and friends. Bolles has consistently written a book that can be used by almost

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anyone looking for work. Career service professionals can feel safe that this work will aid the recently laid off as well as the new graduate entering the field. The advice and tools presented in this book can be used immediately whether the book is read as a whole, or just in part. In fact, for those who have already read a previous version of the book it can be very helpful to simply skim the new parts and put those tools into their toolbox!

While the subtitle of this book is “A Practical Manual for Job-Hunters and Career-Changers,” this book should also be read by all of us in the field of career services and counseling. Far too often, people working in the field are so busy that we get little time to develop our skills and track changes within our field.

Bolles’ work provides a helpful refresher to remind all of us what’s happening in the field today. Many career services professionals started their careers before Google, or at least before we knew the value of seeing ourselves through the eyes of a search engine. This book provides fresh eyes for the modern job hunt including the modern interview – which is constantly changing and is far too often overlooked by those that don’t understand the power of being prepared.

We’ve all heard of this book. Most of us have recommended it. Some of us have read it. However, all of us can use it. This book is easy to read, and it is organized in a way that makes it an accessible tool to go back to over and over. More importantly, Bolles’ continues to update important topic areas such as the internet and interviewing.

The job market is constantly changing, and this book is a fresh tool that can be used “right out of the box.” The only encouragement I would offer the author is to include a brief introduction. The first chapter has some introductory materials, but I think that a wider audience might purchase the book if there was an introduction that grabbed their attention and told them why they needed this book. Beyond that, Bolles provides a helpful book that is easy to read and even entertaining at points.

Reviewed by **C. James Lovaas**, Owner – Freefall Consulting - California, USA. He can be contacted at <http://www.JamesLovaas.com>

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***Get that Job! The Quick and Complete Guide to a Winning Interview by Thea Kelley. 2017. Plovercrest Press, Albany, CA, USA.***

This concise book provides job seekers at all levels with strategies to prepare for and excel at job interviewing.

At just under 200 pages, this compact book thoroughly addresses the key components of preparing to effectively interview. Organized into five main chapters—First Things First (preparing your core messages), Questions (answering and asking), Nailing the Nonverbals, Knowing What to Expect, and Happy Endings (and great beginnings)—the structure is easy-to-follow. The author includes a map for navigating each section right at the beginning of the book that is particularly helpful. And, a job seeker or a job-search coach can readily use the table of contents or the well-organized index to specifically locate desired information.

For the job seeker at the very early stages of a search, reading this book from start to finish will provide a comprehensive guide to doing the necessary homework before the actual job interview. For the nervous job seeker who didn't prepare—or received a call for a short-notice interview—going right to the core of the text for prep on the most-asked and most-challenging questions will prove most useful.

One of the concepts Kelley endorses is REV points—Relevant, Exceptional, Verifiable. She helps job seekers by focusing on the top ten questions to ask themselves to develop content comprising their REV material. These become the salient points to weave into their interview preparation and actual responses—the gold that will differentiate them as candidates from other job seekers.

Kelley's examples throughout the book bring to life the examples she provides, making it easy for readers to place themselves in actual situations, and extract from their own backgrounds their unique value proposition.

An advocate of STAR stories myself (Situation, Tactic, Action, Results), the text promotes SOAR stories (similar concept: Situation, Obstacles, Actions, Results). Kelley includes detailed information on formulating the heart of what goes on a resume—and into a good interview. She emphasizes the value of this practice in interview prep—both in advance of an actual interview and in the moment of facing a hiring manager or a hiring panel.

Other highlights in the book include the expected Q&A, but with strategic answers to typical and uncommon questions. Importantly, she links the earlier REV content to how this is effectively channeled in an authentic interview. She also shares best practices for prepping the types of questions the job seeker should consider prior to an interview, (often overlooked as many candidates slip into the dreaded, “Well, I think you’ve answered everything”).

Important today, job seekers must prepare for a variety of interview approaches and formats—and Kelley describes a dozen types with appropriate detail. She also imparts strategies-for-success in preparing for each, something that helps to build on interview confidence (a subject she also addresses with valuable information).

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Kelley's book doesn't leave readers hanging after the interview: She incorporates the best techniques to use in follow up and negotiation, all designed to help the job seeker experience success: The offer!

This book will be attractive to multiple audiences, from traditional job seekers and those anticipating transition, to job coaches, interview coaches, job centers, and college counselors.

For the individual job seeker, working through the content is straightforward and will cover the necessary ground to empower search skills. For a coach or counselor, tapping favorite exercises (questions and suggested answers) can be incorporated in group work as well as work with individual clients.

As someone who provides extensive interview coaching to my private practice clientele spanning C-suite executives to their college-graduating kids, there is material here that resonates with what I like to share in interview preparation. This guide will complement the materials I draw from in shaping individual client interview assignments.

Because of the well-organized design of the book, it is extremely easy for a job seeker or individual offering coaching services to locate precisely what they need on point-specific issues. For example, many people express concern about handling illegal questions. Good advice is offered. Likewise, contemporary suggestions are offered for today's interview dress and appearance, often relevant to new graduates. Additionally, a number of "points of etiquette" are addressed, from form of address (Mr., Ms.? First name?) to cell phones, and excellent information is provided to incorporate in follow-up documents, an area where candidates can truly differentiate themselves.

Thea Kelly has done an excellent job in researching and compiling expertise drawn from her many years in the career management profession. This is a text that I can use (and will be using) in my own private practice as a career coach/resume writer who provides interview training to clients at all levels. From being up-to-date in the principles presented, to sharing actionable strategies and specific examples, the content is readily found and easily accessible.

Most individuals state that the job-interview process is one of the top stressors faced throughout their lives (often cited along with public speaking). Thea Kelly makes the subject manageable and possible to navigate with a clear roadmap to preparation and execution in *Get That Job!*

Reviewed by **Jan Melnik**, M.A., President/Chief Career Strategist, Absolute Advantage, Durham, CT. She can be contacted at [www.janmelnik.com](http://www.janmelnik.com).

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***Jail to Jobs: Seven Steps to Becoming Employed*, by Mark Drevno. 2014. Jail to Jobs, Inc., Lafayette, CA, USA.**

The main objective of this book is to educate inmates and ex-offenders on how to secure employment. This book is full of resources inmates and ex-offenders can use and practical steps they can follow to maximize their likelihood of finding employment.

The ultimate idea behind this book is to equip inmates and ex-offenders with the tools and knowledge they need to make a decent living for themselves without resorting back to their old ways. To that effect, the author has stocked this book with resources, such as ex-offender friendly businesses, the turnaround talk formula (how to explain the criminal record), and difficult interview questions. All of the resources included have been placed toward the end of the book in Appendixes A through R.

The rest of this book is presented in a seven-step guide. The guide includes the following steps: getting started, how to find a job, the job search pace, building a network, interview questions and how to answer them, overcoming self-negativity, and considering options other than a regular job. The author, Mark Drevno, uses a relatable and casual tone, which creates a personal and one-on-one feel with the reader.

The author begins each chapter with a quote related to the main idea. Sections within each chapter are highlighted with sub-headings outlined in bold, making the content easy to follow and understand. This also facilitates going back and searching for information. Mark made sure to include examples of the various topics all throughout the book. Examples include top tips from employers, highlighted skills developed in prison, and sample scripts for calling employers and leaving a voice message.

Information on Internet resources is also made available in this book. The author includes websites leading to databases to search for key contacts within numerous companies. Another site includes a government website to retrieve their work history information, including dates.

Activities geared towards the psychological/emotional aspect of re-entering the community, initiating a new lifestyle, and searching for a job have also been packed into this book. An example would be creating a vision poster to visualize the benefits that would result from acquiring a job. Mark also included advice and practical tips on shifting the mind toward a more positive perspective. An example of this is repeating positive affirmations.

This book also touched upon organizing strategies, such as creating to-do lists, planning ahead, and creating deadlines. Tips on how to avoid procrastination were also mentioned.

Developing a network was emphasized. The author even included a handout of the types of people you would include in your network circles.

The primary audience for this book is inmates and ex-offenders. Thereafter, the secondary target audience is the staff at the correctional institutions, especially members of the re-entry programs

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offered to inmates prior to being released and integrated into the society. A third audience would be career service professionals, such as professional resume writers and/or career coaches who provide a basic form of their services to inmates as part of the re-entry program.

The most useful information inmates and ex-offenders can use from this book is the Appendix itself, as it is stocked with invaluable resources for employment. As for the staff at the correctional institutions, this book strengthens their knowledge regarding the steps inmates should follow to secure employment and create a productive life. Knowing this information will help to better guide and advise inmates prior to re-entering society.

Career service professionals, such as professional resume writers would use this information to learn which strategies to apply when creating a resume and cover letter for someone who has been incarcerated. The author tells how to address certain areas of the inmate's background, such as what to include in the company/organization section in the work experience section of the resume. The list of skills acquired in jail serves as a guide to building a resume for this group of people.

Career coaches can incorporate the resources and knowledge found in this book as part of their inmate coaching sessions in re-entry programs. Also, knowing which companies/employers are inmate-friendly is a great resource to provide inmates as it helps reduce the job-search time by focusing and targeting such companies.

I think this book is precise and concise providing direct resources and specific information for inmates and ex-offenders. Jail staff, resume writers, and career coaches as a whole can impart the information found in this book to help inmates and ex-offenders integrate into society in a positive way, reducing the probability of reverting to their old lifestyle. A small section advising inmates and ex-offenders on how to transport to all of the places mentioned would be beneficial, since they are more than likely not to have their own transportation. I find the appendix section extraordinary, as it facilitates searching for the resources within the book.

As a professional/executive resume writer, I read this book to educate myself on the best strategies to apply on a resume for inmates, and as a hopeful volunteer of the women's corrections re-entry program. This book gives professionals like me a better understanding of the resources available to inmates at a correctional institution regarding jobs. Additionally, I am now able to equip myself with the resources that will help prepare inmates prior to re-entering into society.

Reviewed by **Yuleni Pulido**, Professional Resume Writer at Organic Resume Creations, Florida, US. She can be contacted at [www.OrganicResumeCreations.com](http://www.OrganicResumeCreations.com).

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## Chapter 4

# MANAGING A CAREER FOR SUCCESS

***Dare to Lead: Brave Work. Tough Conversations. Whole Hearts* by Brene Brown. 2018. Random House, New York, USA.**

Dare to Lead is about the practical application of Brene Brown's discoveries on shame and vulnerability and how to apply this to leading others.

This book takes the concepts of vulnerability, courage, shame and empathy that Brene Brown has spent years researching, and many books discussing in depth, and takes it all a step farther into practical application of these concepts.

Brown breaks the book into three sections; vulnerability, values, and trust, and interweaves these concepts. Ms. Brown tells stories, uses research data, and then gives mini-exercises to demonstrate how to use them in a leadership setting.

The author's research is done through grounded theory which allows her to follow what emerges from the data and has led to these findings. Her research comes from tens of thousands of interviews, but the delivery of the data is never dry, and in fact it is quite engaging. The vast quantity of data can please academics, and the ease with which it is written can inform more casual readers.

For those who are more familiar with soft skills, it may be a new way to look at them from more of a relational concept. Instead of just knowing how to communicate or present ideas, communicating with a feeling of vulnerability or creating team cohesiveness using empathy is the new objective. Brown has also determined a set of characteristics determined from hundreds of hours of interviews with those whose careers are focused on business and leadership. A set of ten findings related back to content we have seen in Brown's previous books, came down to the need for people to be authentic. Being authentic is scary, and not everyone will like you and that is ok, and "embrace the suck."

There is also an online accompaniment for this book: A work book, printable quotes, and a leadership assessment. The assessment is helpful to take at any time, but if taken prior to reading it can be helpful for the reader in identifying areas to specifically focus on. The assessment breaks responses down into the four main ideas in the book "Rumbling with vulnerability," "Living your values," "Braving Trust," and "Learning to Rise." <https://daretolead.brenebrown.com/daring-leadership-assessment>



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One of the best things about *Dare to Lead* is that Brene Brown's website is a companion guide and workbook that allows people to apply the exercises and concepts. It also comes with the leadership assessment to help users identify their growth areas and strengths. With step-by-step instructions and a Glossary of terms this book is a great addition to teaching "soft skills" in a leadership class, for use in a business setting, or even for a book club that focuses on professional growth. Brown gives a detailed reading timeline for those who wish to use this for a book club. She also has a series of videos that take the talking points a step further. On her website and the *Dare to Lead* hub there will also be role plays coming in 2019.

If you are familiar with Brene Brown's work, the information may not be new—except for the ten findings about business culture. Coming from a background of counseling I loved Ms. Brown's previous books. I admire the ease with which she introduces and talks about the hard-to-grasp, and discusses concepts of vulnerability, shame, and empathy.

*Dare to Lead* is no different in the ease in which it reads and explores these concepts, but it feels different in that it comes with a downloadable guide, videos, exercises, glossary, and even quote pages that you can print and use. Ms. Brown has upped her game and appears to have entered the arena of corporate and large mass consumption. No one can blame her for wanting to spread her word and her message, but this book has a different tone from her previous books.

Brene Brown and *Dare to Lead* introduce and discuss concepts of vulnerability, shame, empathy, and courage in a business leadership setting. Ms. Brown has supplemented this book with free material which is useful in enhancing the reading experience.

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***Deep Work: Rules For Focused Success In A Distracted World by Cal Newport. 2016, Grand Central Publishing New York, NY, USA.***

Deep Work focuses on educating the readers on the ability to focus without distraction on a cognitively demanding task. Deep work allows us to master complicated information, producing better results in less time. The author says that people who cultivate this skill, and make it the core of their working life, will thrive.

Newport defines Deep Work as professional activities performed in a state of distraction-free concentration that push cognitive capabilities to the limit. These efforts create new value and improve skills. Newport defines Shallow Work as noncognitively demanding, logistical-style tasks, often performed while distracted.

This book is organized into two parts. The first part discusses ways that Deep Work is valuable and who benefits from it. Newport also writes that Deep Work is rare. There are three business trends that keep Deep Work rare. One, according to Jack Dorsey, is encouraging people to work in the open allowing more interaction with each other; two is the rise in instant messaging which means people are always on for being contacted; three is pushing content producers of all types to maintain a social media presence.

The connection between deep work and a good life is familiar and widely accepted among craftsmen. However, with knowledge work there is ambiguity instead of clarity. It is difficult to define what a knowledge worker does and how it differs from others.

There are three arguments for Deep Work: One is a neurological argument where according to Gallagher our brains construct our worldview based on what we pay attention to. Who you are, what you think, feel, and do, what you love is the sum of what you focus on. Two is a psychological argument which involves situations when people were happier at work and less happy relaxing that expected. People are at their best when immersed deeply in something challenging. Three is a philosophical argument for depth. Your work is craft, and honing your ability and applying it with respect and care, you can generate meaning in the daily efforts of your professional life. Deep work is key to finding meaning from your profession. If you embrace deep work in your career and direct it to enhancing skill, it transforms knowledge work from being distracting and draining into being satisfied.

### **The Rules**

Rule 1 is to Work Deeply and the author explains the working conditions that foster this state.

Rule 2 is to Embrace Boredom by scheduling breaks and other activities that refresh focus and improve ability to work deeply.

Rule 3 is to Quit Social Media, a huge challenge for most people in their professional and personal lives. Being aware of social media overwhelm is key for this one.

Rule 4 is to Drain the Shallows, meaning to stop doing work that is not cognitively demanding. A challenge is to intentionally determine which activities are shallow and which are deep.

Newport presents a refreshing perspective on the significance of deep work as opposed to shallow work for people in the workforce, those seeking employment, career counselors, and alumni.

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He defines deep and shallow work and lays the foundation to begin understanding differences and the significant importance of Deep Work.

In his conclusion Newport emphasizes deep work as pragmatic recognition that the ability to concentrate is a skill that gets valuable things completed. He compares deep work to his description of how Bill Gates started Microsoft in less than a semester.

The most useful information in this book are several sources that Newport references throughout the book: Studies, articles, and papers related to deep work. There is a notes section at the end of the book with excellent references and resources. It is important for career counselors to embrace deep work because when looking at an individual's skills, values, and experience, understanding deep work can help individuals in choosing a career.

This book examines a subject that individuals do not think about when working, seeking employment, discussing their career with a career counselor or a post retirement advisor. Deep Work is helpful because it educates readers on what deep work is with a definition and many examples, as opposed to shallow work.

When reading this book I felt I was applying deep work to gain a better understanding of deep work. This did require rereading the book to grasp the concepts. The only suggestion I have for Newport is to write in a more simple narrative making it easier to understand deep work. The author referenced other studies, papers, and articles that gave me more insight and information about the importance of deep work and the challenges it faces with all the technology and change of today's workplaces.

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***Fully Engaged: Using the Practicing Mind in Daily Life* by Thomas M. Sterner. 2016. New World Library publishers, Novato, California, USA.**

Fully Engaged: Using the Practicing Mind in Daily Life is by Thomas M. Sterner, founder and CEO of the Practicing Mind Institute where Present Moment Functioning is a topic of his speaking engagements. This book includes suggestions on how to develop focus and achieve life goals include tips on time management, self-awareness, preplanning responses to situations, manipulation prevention, and turning difficulties into opportunities.

Sterner's previous book, *The Practicing Mind*, is helping many organizations from corporations to sports teams create a winning environment. He has also coached many famous musicians and politicians. Sterner draws his analyses and recommendations from both Western and Eastern philosophies. As the world has become more Westernized, so has the mindset of always seeking more.

Thought awareness training, or meditation, employs what Sterner terms Presence Moment Functioning (PMF) as you "develop a strong connection to the observer within you." Through practice we can become an observer of and not a participant in our thoughts. Set realistic expectations. Drop the judgments. Be deliberate in your actions, aware of what you want to achieve. The author includes stories about how to focus on the process, not necessarily the result, of your goals. A 2015 Canadian study by Microsoft reports that the average human attention span is now shorter than that of a goldfish. We have work to do.

The highly successful marketing industry helps create our pervasive feeling of being incomplete. If we just buy this one thing, then we'll achieve happiness. "Stuff acquisition syndrome" (SAS) is a huge distraction and impediment to happiness. "And then what?" is a suggested mantra by Sterner. Once you've bought that item or achieved your goal, realize that you probably won't be satisfied; there's another one right behind (like an appetite, famously says Jerry Seinfeld).

Sterner thinks the obsession with multitasking also keeps us unfocused, discontent, and out of control. By becoming more present, we can focus more clearly on what's important. Meditating can help us achieve this. It's a practice, like yoga, an ongoing, grounding exercise.

The "DOC principle" is recommended: You Do, you Observe, and you Correct, constantly refining your actions. If faced with a risky or scary situation, it helps to reframe it as challenging. Stress results when you don't feel in control, so practicing control helps alleviate stress. If going into a negative, confrontational situation, when you're able to anticipate the potential interactions you can turn the exchange into a positive, empathetic one. Reset your perspective. Evolve from a fixed to growth mindset. Look at mistakes as teaching tools.

This book feels more personal than professional to me, but we all know that we carry the personal into our work. If we're able to practice meditation and the accompanying feelings of control and peace, life at the office will likely improve. Sterner relates many stories of success and failure that one can identify with. We know that teaching meditation to school age children and adults can result in higher functioning. Career professionals can recommend this book to clients

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who display anxiety and failure, and who are open to these ideas.

The art of meditation is an ancient one and many books have been written about its benefits. I like Sterner's recommendation to "thin out your thoughts." He asserts, "studies show that we are losing our ability to slow our mind down." This book claims to have techniques to practice how to put your mind in "idle mode," but meditating is really just the one technique discussed.

Are our brains atrophying in the fast-paced, instant gratification, media-soaked world of consumerism? The book, I think, is purposefully repetitious because the message and technique to real "presence" are simple to explain, but not necessarily easy to achieve.

Sterner's writing is somewhat clunky and could have used editing, so watching his videos may be more helpful. His style is chatty and personable with many personal anecdotes, but he displays a privileged viewpoint when he writes, "When we don't experience change we become bored. A life without change would be unbearable." He views change as a constant, one that we need to embrace with intention and thoughtfulness, not panic.

A good place to start with this topic and this book is to watch Sterner's eight-minute YouTube video, <https://www.youtube.com/watch?v=n64g8YLh1VU>. In the video he discusses the topics of this book. He also shares his wisdom from this book in other formats, including an audible book that is nearly four hours long. The documented success he has with sports teams and other professionals is a tribute to his own practice of helping people be in the moment and achieve more success.

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***It's Who You Know: How A Network Of 12 Key People Can Fast Track Your Success by Jannine Garner. 2017. John Wiley & Sons. Australia.***

It's Who You Know is intended to change the way we think about networking. Garner's focus is on shifting how we think about networking through transforming a network to find the Core Four and Twelve Key People.

This book is organized in three parts. Part One is "Why." Today we are overloaded with many networking groups and different types of social media. People are so busy processing information from all directions it contributes to losing the ability to think and feel. Unfortunately, increasing connections with people causes feelings of disconnecting.

When networking the author writes that supporting others helps boost confidence, achieve clear goals, open doors to opportunity, creates business leads, supports decision making, and paves the way to success. When focusing on the quality of people for networking, select people with intention.

Transformational networking engages your personal network on a deeper level and matters more. It is about being in the middle of a network connecting you to people and information that matters for your growth and personal success. Successful networking depends on value exchange where two or more individuals share insights, connections, knowledge, and ideas. A network needs a Board of Advisors that brings the best out of you, an Intelligence Bank for sustaining you over the long-term; and a Marketing Machine that champions you and your cause.

Part Two is "Who." Assess your network for true diversity and integration. An open network encourages diversity of opinion and insight, with access to other ways of doing things to stretch out-of-the-box thinking. A balanced network encourages diverse learning, minimizes decision making bias, and increases opportunity for personal growth and opportunity.

Your Core Four network consists of the Promoter who makes noise about potential possibilities and inspires you to dream; the Pit Crew who keeps you on track, nurtures you, and prevents emotions from getting the better of you; the Teacher who helps you develop knowledge, wisdom, and foresight, and the Butt-kicker who pushes you to do more and holds you accountable for your actions.

The Twelve Key People and personalities for your network are in four categories, and there are twelve Shadow Archetypes. Each of these personalities and archetypes is detailed. Knowing the personalities and archetypes help us build our networks with intention for strength.

Part Three is "How." This part discusses choosing, cultivating and connecting with purpose. It outlines knowing yourself and what you want, then how to make the right decisions and meet the right people. The author advises us to stay surrounded by a circle of key people who will challenge us, as well as hold us accountable for decisions and actions. She recommends cultivating connections through exchanging information, resources, and ideas.

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The best audiences for this book are college students, alumni, and experienced job-seekers. This book will also be beneficial to career counselors helping people understand networking and its value. Activities such as the “Who Did You Know?” along with Check Lists and Check-In exercises for the twelve key people help inspire even those who feel they can’t go forward with networking. There are references to Garner’s website which has additional stimulating exercises. At the conclusion the final chapter summarizes the key points again for the reader. This book is extremely helpful because it focuses in on the essential points of effective networking in today’s fast-paced and ever-changing employment market. I like Garner’s emphasis on the Core Four personality types for networking along with the twelve key people for an effective network.

I would like to see two to four self-assessments from her website, a summary of the main points at the end of each chapter, and a link to a YouTube Video or Ted Talk presented by Garner. Also, at the end of the book a more extensive webliography or annotated bibliography on the topic of networking would be useful.

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***Listening as a Martial Art: Master Your Listening Skills for Success by Cash Nickerson JD, MBA. 2015. CNM Press, Austin, Texas, USA.***

Cash Nickerson has written several books and *Listening as a Martial Art* is his first book about the art of listening. In a short book of 117 pages, Cash uses a series of essays to outline his ideas of effective listening and the steps to becoming an effective, successful listener. While any reader will gain valuable insights into listening skills, much of the focus is on listening as a strategy for successful selling.

The book is formatted into chapters consisting of an introduction, three essays, and a recap. After the introduction, each chapter is titled using martial arts belts, from beginner to master, White Belt, Blue Belt, Purple Belt, Brown Belt, and Black Belt. The format moves the reader from understanding listening to concrete strategies for becoming a better listener.

The chapter introduction clarifies the martial arts metaphor, explaining Cash Nickerson's expertise in several different forms of martial arts. The White Belt chapter is an overview of Cash's developing interest in listening and examples of good listeners with specific instructions to remove impediments to effective listening. The final essay in this chapter focuses on phrases and techniques people may use to avoid honestly answering questions from those truly listening.

In the Blue Belt chapter, Cash provides practical techniques that will help the listener focus and remember details. He advocates NOT taking notes in a meeting or interaction. He believes that notetaking distracts the listener to the point of missing important information. He compares a professor whose lecture has a rhythm that allows for taking notes, and a conversation between two or more people that does not have the same cadence and rhythm. Cash is also a proponent of allowing silence. He notes that in negotiations, the person who breaks the silence first has lost. And he urges the aspiring sales representative to listen more and say less, absorbing the information provided by the prospective client.

Using *Green Eggs and Ham*, the Dr. Seuss story, Cash demonstrates a sales strategy that seeks to understand the reasoning behind a client's "no" in the Purple Belt chapter. It is a fun essay that made me want to reread Dr. Seuss! In addition, Cash delves deeper into a number of impediments to listening, including cell phones, inattention to others' body language and tone. The take away from the Brown Belt chapter is the need to understand who we are as listeners. This chapter provides concrete tactics for handling anger, inattention, and interruptions. The final essay is entertaining with its use of fictional characters, the Tasmania Devil and Frosty the Snowman, to represent extroverts and introverts. In his conclusion to this essay, Cash states: "If you aren't communicating well with Taz, you aren't listening. If you aren't communicating well with Frosty, you aren't asking."

In the Black Belt chapter, Cash provides techniques he calls a pre-listening routine that, with practice, will lead to mastery. This final chapter is helpful because it delivers tangible steps to prepare an individual who is working on becoming a better listener to use the pre-listening routine to listen better. The process is not difficult and includes suggestions such as removing distractions, refusing to multitask, and clearing the mind of other issues.



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For career professionals, Listening as a Martial Art will be helpful with specific techniques for clients who are struggling with communication. It is a quick and entertaining read and will be useful for job interviews from both sides of the desk. Job seekers "sell" themselves in every interaction of the job search process. And those people with hiring responsibilities "sell" the jobs, workplaces, company culture, and colleagues to candidates. For job seekers who need help with listening and communicating, Listening as a Martial Art is a helpful resource.

While some readers may be disappointed that there is not more of a connection to martial arts, I enjoyed the metaphor of listening as a skill with techniques that can be learned, practiced, and mastered! The book has concrete techniques and examples that everyone can understand, practice, and use in their professional and private lives to improve their listening and communication skills.

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***No Such Thing as Small Talk: Seven Keys to Understanding German Business Culture* by Melissa Lamson. 2010. Happy About, Cupertino, California, USA.**

Melissa Lamson has written a fascinating, concise book that provides information for those working within German business culture, either in partnership or as clients. The book provides a great deal of information with real-life examples that clearly demonstrate each of its seven keys.

As a pioneer in the field of cross-cultural communication, Lamson synthesizes in plain language what Americans need to know to work effectively with Germans. The first chapter is an overview of how she came to live and work in Germany for a decade. It also includes a rebuttal of many myths she hears about Germany and German culture from non-Germans.

With chapters two through eight, Lamson states a key tenet of working within German business culture and provides an explanation and examples. She also includes a smattering of information about working with other cultures such as European, Asian, and African countries. In her role as a trainer and consultant for cross-cultural business communications, Lamson has worked with diverse businesses where employees at every level need to understand cultural norms that can either hinder or enhance communication and collaboration.

Each key chapter ends with a section that condenses the information of that chapter into learning points. I do not recommend skipping the chapter and just reading the learning points! If you do, you will miss out on some of Lamson's enlightening stories and examples that distinctly demonstrate meaning.

For example, in the chapter for Key #5: Email Builds Relationship, the author points out the formal and informal tones of email across cultures. She states that for some cultures there is an expectation of an immediate response to emails, while in Germany email is a way to continue a conversation and build a relationship. Germans may wait several days to respond to an email in an effort to cover all pertinent information. In German business culture, an email is written in a style that has been formalized and taught to business people. Lamson shows how the informal tone used by many cultures, including businesses in the United States, can be seen as aggressive and rude by Germans.

As a career services professional, I see this book as a helpful resource for those working with international clients. While the book is about German business culture and explains the differences and similarities, it is a quick read that demonstrates the differences across various cultures. It would be helpful for students preparing to study abroad for the first time or entrepreneurs who are expanding their client list through global opportunities. And it would be helpful for young professionals traveling internationally early in their careers.

This book was an eye-opener for me, and I have worked closely with international students, including graduate students from Germany, for the past three decades! Because Lamson moved to Germany to establish her business, she was immersed in the culture. As a professional, she identified cultural differences of communicating and working in Germany that others would have missed. And in sharing that knowledge, the author has written a book that explains how to step

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back and understand cultural and business differences from the point of view of the other person. And this way of seeing and interacting in another culture can be useful for anyone working with international business partners or clients.

No Such Thing as Small Talk ends with a chapter of FAQs that Lamson is asked when working with clients, and a final chapter that urges the reader to get involved and enjoy experiencing a new culture. There are also seven appendices that provide additional information, such as information about East and West Germany since reunification, German trivia, common phrases, and a list of German business resources.

While this book is almost a decade old, I fully believe the information is currently relevant and useful. Because Lamson is writing from her own experience in immersing herself in a new culture, and the effort required to understand and operate within that culture, the book is enjoyable to read. Lamson writes openly and in detail about her own mistakes, struggles, and learning curve.

No Such Thing as Small Talk delivers exactly what it promises. In addition to the seven keys to understanding German business culture, there is a wealth of information provided in the appendices. It is a great start for anyone who wants to learn more about cross-cultural communication in our increasingly connected world.

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***Presence: Bringing Your Boldest Self to Your Biggest Challenges* by Amy Cuddy. 2015. Little, Brown and Company Publishers. Boston MA, USA.**

Presence: Bringing Your Boldest Self to Your Biggest Challenges is Amy Cuddy's 2015 book that dives deeper into "Fake It Till You Become It." She gained popularity with her 2012 TED talk on "power posing." Cuddy prescribes adapting expansive postures to feel more powerful. Believe in yourself first, then manifest these strengths in an honest, authentic way to the world. Impressing others starts with impressing yourself.

We all experience insecurity. We don't speak up when we should and we run those conversations in our head afterwards. Women have a particularly difficult time speaking up and Cuddy offers effective exercises to work on empowerment. Cuddy also explores powerlessness, calling herself a prejudice researcher, focused on stereotypes and patterns of discrimination.

She folds cultural biases, "impostorism," trauma, and fear of failing into her discussions of becoming present. There's something here for everyone. She is not suggesting that you pretend to be what you are not, but recommends you dig down to find your genuine self and express those talents to the world. Striking a power pose not only affects the way the other person sees you, but how you see yourself.

Cuddy's recommendation to "Fake it Till You Become It" builds from her contention that allowing your body to be in charge can lead to changes in your mind. We're usually told to cultivate "mind over matter," that our mind is in charge, but Cuddy recommends the reverse.

The entire animal world is full of examples of becoming bigger and posturing to gain dominance. Extending your arms into a V-shape is an automatic reflex when crossing the finish line. Use your body and body language to cultivate the outcomes you want. Cuddy's casual, easy-to-read style perfectly complements her repeated suggestions to make yourself larger, not smaller; command more, not less, space. This self-help book applies to both our personal as well as professional lives. Job seekers and career coaches can benefit from Cuddy's insights.

Her many anecdotes and stories cover a wide range of examples. There's one story about Julianne Moore's "complete mastery of presence" and another about PTS (post-traumatic stress, minus the "S" for syndrome, which she explains), and its connection to powerlessness. Cuddy even ties in the mindfulness practiced in yoga to her thesis. Presence is never really attained; we must continually work at it.

And it's not all about being the center of attention. Her section on "shutting up" is quite powerful. Listening is also crucial to presence.

Job seekers and career counselors of all brands can incorporate and share Cuddy's insights. Recognizing that "the body shapes the mind" gives us a whole new set of exercises to incorporate into our lives. Reframe anxiety about a situation into excitement, and a mighty shift can take place.

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Explore the concept of mindset and how a “fixed” or “growth” mindset influences our ability to be present. Be aware of iPosture – how your iPhone impacts posture, and therefore presence, if our bodies succumb to slouching or hunching. She warns against “impression management” backfiring, such as excessive eye contact or manspreading. She warns against intimidation (excessive presence coupled with arrogance), but shares a delightful story about the Maori war dance, called the haka, performed before rugby matches, that is a sports example of how intimidation affects the other team.

While director of a job training program for unemployed MA residents, we showed Cuddy’s 2012 TED talk to generate discussion about how to boost confidence, primarily for yourself, but also to potential employers. As someone who worked in academia for forty-plus years, I see the value in Cuddy’s philosophy and feel that her very practical tips can serve as guidelines with students or career changers who are job searching.

Explore with groups the art of power posing to be practiced in the elevator or bathroom before a job interview; it may boost your self-confidence walking into the interview. Practice the power of facial expression, posture, movement and vocal qualities with a group or class. Career service professionals can use this book with their clients. None of this happens overnight; Cuddy recommends “tiny tweaks” or “nudges.” Incremental changes can lead to a large impact.

I found this book engaging and relevant amidst the #MeToo movement with women speaking out about injustice and abuse as well as gaining political prominence. I wondered how, if at all, personality types fit into Cuddy’s analysis of behavior. Does your Meyers-Briggs profile affect how power posing works?

Cuddy, a social psychologist, veers a little too deeply into the research on hormones and their impact on dominance. Intriguing are the roles of cortisol (stress hormone) and testosterone (male sex hormone) on feeling powerful or powerless. She has since retracted her stance connecting these hormones to certain behavior because her studies were flawed. Cuddy was heavily criticized by the scientific community for the lack of study replication. Her critics, including one of her co-authors, denounced her research as inadequate and lacking in statistical significance.

Cuddy, and other social scientists, sparked what is a “replication movement” in psychology, requiring duplicate studies with increased parameters and rigor. Although Cuddy has been demoted by many from a “scientist” to a motivational speaker, much of what she says can help her readers find ways to feel better about themselves, and thus become happier in the world.

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***Sleeping Giant: How the New Working Class Will Transform America* by Tamara Draut.  
2016. Anchor/Random House LLC**

Based on research results, government reports, and the stories of affected individuals, the author presents her conclusions that there is a new working class and it will transform the US economy and society. (Remember this book was written prior to the 2016 US Presidential election.)

Draut, author of the controversial *Strapped: Why America's 20-and 30-Somethings Can't Get Ahead*, researched the US working class and middle class for this book. The classes in the US are usually defined by occupation, income or education. This book defines working class as people in the labor force who do not have bachelor's degrees. The middle class is defined in this book as workers with a bachelor's degree or higher.

By this definition, the majority of workers in the US are not middle class, and surveys and research indicate this. "...(E)very year since the early 1970s, the percentage of Americans who self-identify as working class has ranged between 44 and 50 percent."

The composition of the working class has changed dramatically since 1980 when you look at gender, racial diversity, education, types of work and where it is takes place, and median hourly wage. Draut writes that the working class shifted "from making stuff to serving people."

Globalization and technology affected "men's work" the most, as women and immigrants flooded into the labor force. So, for multiple reasons which the author discusses, by the late 1980s "America's class structure had morphed into three broad categories—the poor, the middle class and the rich—whose makeup resembles the shape of an hourglass."

With her ability to bring statistics, charts and stories together, Draut shows how the majority of Americans is now in a battle of ideas over the fundamental rules of the US economy and society. She exposes the new working class, its role in the economy and its latent political power. This is her "Sleeping Giant."

In the first two chapters Draut writes about how underpaid work and workers are getting pushed down even more by deregulation and the removal of workplace protections. (Let me remind you her interviews and the bulk of her research were conducted between August of 2014 and 2015.) In Chapter 3 she describes the politics and the populism of the working class, and how these differ from the ideas of the middle class. She points out how this information is important for policymakers, activists and political candidates.

Chapters 3, 4, and 5 provide a historical analysis of how political power shifted since the 1960s from working class to corporate interests, and how women and people of color have been marginalized and excluded by US politics and policies.

Chapter 6 looks at how Congress, media and the middle-class elites overlook the stirring sleeping giant by not recognizing the prevailing social distance and inequality. Draut also discusses the potential for the working- and middle-class to build a powerful majority by finding common causes.

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In Chapters 7 and 8, the focus is on working-class activism with the increasing involvement of labor leaders and nonprofits. The Sleeping Giant wants a better life for the next generation and is beginning to fight for it.

There are an Index section and an extensive Notes section at the end of this book for anyone who wants to take a more detailed look at this topic pre-2016 Presidential election. Although Draut is optimistic that the Sleeping Giant will bring about major “Better Deals,” we can take bets on what generation will see them first. The author finishes this book with “The Blueprint for a Better Deal.” It covers a better deal for workers, for families, for society and for democracy.

As an undergraduate I was enthralled by writing about people in groups, and then I finally changed my college major to Sociology. I’d have to admit nothing has changed about my reading preferences. To me, it’s against the backdrop of society that individuals play out the dramas of daily life.

Career services professionals who are concerned about raising up first generation college students, retraining low-wage workers, and advancing high school students or community college students to bachelor’s degrees need to read this history of what’s happening in our society. All of us who work with people in the gaps and glaring inequality in U. S. society and politics can benefit from considering the perspective of Sleeping Giants.

Readers will see, in new ways, a context for their work with people facing career and education choice, change or career management decisions. They may not agree with the author, but they will be better able to articulate their differences—and perhaps their views about their own future involvement in society.

Sleeping Giant started me down a path of reading several books, new and old, about what’s going on in US society and politics. Be aware that the same thing may happen for you.

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***Step Into Your Moxie: Amplify Your Voice, Visibility, and Influence in the World* by Alexia Vernon. 2018. New World Library, Novato, California, USA.**

Alexia Vernon takes on the challenge of helping the reader identify and confront the social barriers that prevent many women from being able to speak their truth in personal and professional settings. The book is written for women who want to be heard and the coaches who work with them.

According to the author, when you find your “moxie” you are “—amplifying your voice, visibility, and influence in the world—even if, especially if, you have previously struggled to do so in your work, in your community, and in your personal life.”

The author uses her own story of finding her “moxie” to illustrate a natural progression of moving from being meek to being empowered. Along the way, she shares practical tips and stories that sometimes make you laugh, and other times make you cry. Sharing personal stories of her youth that many women can identify with, she reveals why she dreaded public speaking.

With a few notable breakthrough “moxie moments,” she continued to avoid “speaking up” or “speaking out” as she moved into a professional career. When being heard became a matter of financial survival, once again she discovered her “moxie” and realized helping others find their “moxie” would become a significant part of her professional life.

Walking readers through the process of finding their voice, the author encourages them to complete a series of self-assessments and assignments starting with an exercise to define their communication style, and ending with the challenge to use their voice to help others transform their lives. The reader is introduced to strategies for dealing with fear and self-sabotage, delivering a clear message, handling conflict, breaking through barriers, and bouncing back from disappointments.

Along with personal and professional successes as a coach and as a businesswoman, the author shares setbacks and challenges that help readers prepare for what can be a contentious and continual journey to find and retain their “moxie.”

The most revealing story comes from an early experience in the author’s career when, after successfully negotiating for a position that advanced her career goals, other staff members turned to her for coaching. She befriended Daisy, a severely underpaid, high-performing payroll clerk. The author spent hours preparing Daisy to ask for a raise. Being confident that Daisy would soon be moving up the pay scale, she felt even more devastated than Daisy when the answer was “No.”

While the author was questioning her skills, Daisy used the insights gained through her experience to aggressively apply for jobs in other companies. Within a few months, she proudly told the author not only did she land a job where she could use her skills, but she would be earning more than the author.

Written as a self-help book for women confronting the fear of speaking their truth in personal



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and professional settings, the insights and exercises shared by the author would also be beneficial for those who work to encourage women to speak out and speak up on college campuses, in the office, and in their public life.

For some readers this will be first time they are learning why women hesitate to voice their opinions, undermine themselves, or dread public speaking. For others the book will spark memories of the forces that brought them to their current level of communication confidence. Whatever the reader's background, understanding how women arrive at a place where they hesitate to share their ideas and passions, and developing ways to help them move beyond that fear to empowerment is a valuable tool.

Each step of the path to finding your “moxie” is reinforced with a challenge to the reader to participate in self-evaluations and exercises. The initial assessment to determine communication style could easily serve as the basis for an individual coaching session or a group discussion of a person's current communication comfort zone. Another outstanding tool is designed to reveal the form of intuition we have—yes, we all have it—and how to harness it when dealing with the fear of public speaking. The activities that prepare you to go for the “holy yes” are a must-read for anyone who has avoided asking for a well-deserved raise or a challenging assignment.

The author's willingness to share her setbacks and defeats added credibility to an engaging and easy-to-read book. Successful people often say they have learned more from their failures than their successes, but they rarely share the agonizing details of these failures. Sharing her journey felt empowering. Throughout the book, I found myself thinking, I can do that one minute and I can't believe she did that in the next. An underlying theme in the book is how she built a highly effective and successful coaching business—an added bonus for career coaches.

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***Stretch: How To Future-Proof Yourself For Tomorrow's Workplace by Karie Willyerd and Barbara Mistick. 2016. John Wiley & Sons, Hoboken NJ, USA.***

This book focuses on the importance of staying current to create value in the workplace and avoid being obsolete. This involves the five practices: learning on the fly, be open, build a diverse network, be greedy about experiences, and bounce forward.

The book is organized into five parts. Part One talks about megatrends and the Stretch Imperative consisting of It's on you, You need options, and You have dreams. Also, introduced are the five stretch practices: learn on the fly, be open, build a diverse network, be greedy about experiences, and bounce forward.

Part Two focuses on Learning on the fly and Be open. Learning on the fly means continuing learning through company training, formal education, webinars, podcasts, YouTube videos, Ted Talks, conferences, and workshops. This is called "learning a living" because it is our responsibility to develop ourselves. Some stretch strategies to learn on the fly are: adapt a growth mindset, mindfully observe, reflect on the impact, create new approaches to understand information, cultivate curiosity, set aside time to reflect, and know when to unlearn.

Be open to recognize when opportunities come along. Some open stretch strategies are: consider yourself a lean start-up and generate and energize ideas about where you want your career to go, put some in play, and test whether these ideas are working.

Part Three deals with Build a diverse network and Be greedy about experiences. Networks are the groups we associate with to pursue our personal and professional goals. Diverse networks help you see the future, sell your ideas, and obtain the investment and resources you need. Diverse networks matters because friends do not let friends fail, your big idea may come from your network, power comes from close and loose contacts, and three degrees of separation gets you closer to who you need to know. Stretch strategies to build a diverse network include grooming a clan, building it for depth and breadth, and taking care of those in your network so you can count on them for assistance.

Be greedy about experiences because experiences are the most effective way to learn new skills, reinforce what you know, and help build on your strengths. Some stretch strategies for being greedy about experiences are: approach work with a development stance, try everything once, learn how to give feedback and invest in yourself and your future.

Part Four deals with Bounce Forward. This is a key practice of people having the ability to overcome the most extreme hardship. Beyond having a good support system, Bouncing forward consists of the following: Grit, Resilience and Motivation.

To Bounce forward, the author recommends taking advantage of mental strategies such as being curious, let others know about your goals, and denounce the small stuff.

Part V, Charting the Path Forward, looks at Stretching into your Future. This chapter examines

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ten predictions for the Future of Work which are as follows: flexible workforce; talent shortage; organizations become increasingly virtual; your biggest job competitor is a robot; the end of the career track as we know it; manufacturing re-shores with regional cross-industry centers; enhanced employee emerges; universities respond to disruption; governments encourage training investment; and mega-corporations set people and benefits standards throughout the supply chain.

The Top Ten Capabilities for Tomorrow are for individuals: functional excellence; emotional intelligence; personal advocacy, cross cultural dexterity; geek acumen; virtual collaboration; entrepreneurial spirit; creative problem solving; leadership; and stretchpertise.

The best audiences for this book are college students, career counselors, job seekers of all ages, and post retirement advisors. The book focuses on the mental challenges we face trying to manage our careers to stay current in the workplace. Understanding the mental aspect is critical for writing targeted cover letters and resumes, interviewing, and connecting with people along with practices that keep us on the cutting edge.

This book deals specifically with the mental aspect of staying current in the workplace with accelerated change driven by technology. The summaries at the end of the chapters are excellent reinforcement of the key concepts in each chapter. The Stretch Breaks in each chapter have excellent exercises to stimulate thinking about how to apply the five stretch practices.

Part 5 is excellent because it looks at trends for the Future of Work. I like the Ten Predictions for the Future of Work and the ten capabilities for tomorrow for getting more insight and perspective on where we need to go to become more proficient.

I would like the author to have expanded Part 5 with a few more Stretch Exercises. The focus of this book is what I strongly believe regarding keeping current in the workplace to bring value to employers.

Reviewed by **Bruce Bloom**, President/Founder, Career Consulting Services, career management consultant, speaker, writer, and researcher. Contact: [www.linkedin.com/in/careermanagement1](http://www.linkedin.com/in/careermanagement1)

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***The Art of Connection: Seven Relationship-Building Skills Every Leader Needs Now* by Michael J. Gelb. 2017. New World Library, Novato, California, US.**

The Art of Connection invites a broad range of readers to think more purposefully about how they connect with people, and the importance of being connected in both personal and professional contexts.

Gelb defines the art of connection as “creating and maintaining genuine rapport with others,” which “is the key to building relationships, resolving conflict, and making creative dreams come true.” So, how do we go about creating and maintaining this rapport? It’s about developing habits, small and large, in our everyday interactions that lead to more creative thinking, and effective problem-solving efforts.

This book focuses on seven skills relevant to making connections. Each has a dedicated chapter in which the author’s presentation includes his experiences, illustrative quotes, mini-case studies and scenarios, summaries of related research, references to other resources, examples of application in various settings, and exercises for the reader to work through. These skill areas, in very short summary, are listed below.

**Embrace Humility** – an exploration of the vulnerability within each of us, and ways in which we can make high quality connections with others through daily, simple acts of kindness.

**Be a Glowworm** – spreading a positive attitude and expectations, and surrounding yourself with those who do, can improve your overall energy, as well as your approach to making and maintaining connections.

**Achieve Three Liberations** – developing an awareness of our actions and habits that free us from making unnecessary judgments, taking things personally, and avoiding personal responsibility, affects how we connect with others.

**Transcend Fixations** – moving away from doing things the way they’ve always been done, as well as stereotyping, can result in a more versatile approach to problem solving and a greater appreciation of the diversity in our lives and workplaces.

**Balance Energy Exchange** – examine your current habits related to giving and taking in your relationships, with a focus on giving and receiving support, feedback, and praise, as well as the need for making adjustments along the way.

**Be RARE Listener** – an area in which we can all continue to improve and avoid bad habits, explore the essentials of effective listening to practice empathy and enhance a feeling of connectedness.

**Turn Friction into Momentum** – conflict is unavoidable, however, we can learn how to approach it as part of a creative process, leveraging the experience as an opportunity to not only learn about ourselves, but also connect with others in more meaningful ways.

The use of the word “leader” in the book’s title, as well as its publisher’s identification of the work as a “business/personal growth” book, might not immediately attract career practitioners. However, the author is careful to describe the value of connections in a wide range of settings. It’s not hard to see the benefit of making meaningful connections in the context of career counseling and coaching. The counselor or coach, in the role of leader, is often working with students

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and clients to help them “liberate creative energy by aligning values, assumptions, beliefs, and expectations.” This kind of alignment is something we often discuss in conversations about career planning, change, and decision-making. And for Gelb, making a connection with someone should take place before any problem solving can really begin.

In addition to the more general aspects of communication presented in this book, the author also shares more specific techniques and strategies that career practitioners, counselors and coaches can apply in their offices. Gelb addresses the use of typological assessments, such as MBTI, and how to use these tools in the context of interpersonal connections. In another example he explains how to apply the SMART goals approach (Specific, Monitored, Actionable, Respectful, Timely) to providing feedback. Gelb also stresses the importance of navigating a changing world of work in which “attention and personal energy are the new currencies.”

The seven skills outlined by Gelb seem interconnected, and applicable to anyone who is experiencing challenges connecting with others, whether it’s with customers and clients or friends and family. They provide a concrete place to start thinking about how we might communicate differently, to make better choices and create more positive environments in which to connect. A companion series, or perhaps additional chapters in a new edition, might include more specific application ideas by industry, such as counseling and education.

Some of the ideas presented in this book may mirror other resources you are reading, watching, or listening to today, in terms of becoming more compassionate, mindful, and present in your work life. Like mindfulness, which is gaining popularity in a wide range of settings, connection is a practice. It’s not something we learn to do then move on. Learning to connect meaningfully with others is ongoing with a goal of continual improvement. Gelb sets the stage for how we can move toward this as individuals, and as leaders in many life roles.

Reviewed by **Melissa A. Venable**, PhD, Education Writer, HigherEducation.com, Seattle, WA. She can be contacted at <https://www.linkedin.com/in/melissavenable/>.

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***The Career Guide for Creative and Unconventional People (4th Edition) by Carol Eikelberry PhD with Carrie Pinsky MEd. 2015. Ten Speed Press, Berkeley, California, USA.***

The author's intentions are to help readers find and follow their own paths to a creative career, because as a Psychologist and Career Counselor she observed how it is more difficult for artistic people to find suitable creative work.

The author designed the book in four parts. Part One is the big-picture view of the world of work as related to creativity. Part Two covers career choices and occupations, and Part Three is about practical strategies for reaching out and obtaining more creative work. Part Four is a Career Reference Section where the author presents 281 occupations geared towards more creative and/or unconventional people.

The tone is casual and conversational, and the book's focus is on how to pursue one's creative dreams and pay the bills. It is a very comprehensive book for any reader in any part of their career path, from students to the elderly.

The author helps the reader understand themselves better to discover their unique talents to make money doing work that they love. She includes a simple questionnaire "Does Your Job Fit Your Personal Strengths" for the reader to complete right in the book, and she includes John Holland's classic Self-Directed Search personality type assessment, that offers six categories of employee types: Artistic, Conventional, Enterprising, Investigative, Realistic, and Social. These assessments can be taken by anyone at any age. It is one of the oldest and most popular career assessments that most high schools and college and university career centers use.

The author also includes a section on "Skills with Information, Skills with People, and Skills with Things." These assessments are to help the reader learn more about their occupational preferences.

After self-assessment, the author has a section entitled, "Now What?" that walks readers through the career counseling process. In addition, she lists eight excellent career options, which are "Create an Unconventional Career," "Get a Grant or Find a Patron," "Take a Creative Job," "Freelance," "Teach in Your Field," "Run a Small Business," "Have a Creative Hobby," and "Take a Bread-and-Butter Job."

Then the author goes into more depth with the John Holland Personality Types to give a reader insight into their own personality type. Next, the author defined the differences between a job, a career, and a vocation, which is very helpful for the reader and for the average person. Then she lists work-related values to again help the reader with self-assessment in terms of career planning.

A very impressive section of the book is a comprehensive approach to career planning, touching on many aspects of the reader's life and offering resources for assistance. This is the hallmark of every career counselor, because part of being a counselor is being knowledgeable about the whole person and the author speaks to that. She includes goal-setting as well, which is a key

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part of making any change, especially career change. The book explores the shift from full-time employment to freelance, or “gig” employment, and how to leverage social media for one’s job search.

The best audience for this book would be a job seeker of any age who is more “creative” and who wants to find a way to make money by being more creative in a job or other earning situation. The book is extremely helpful for career services professionals to assist their clients in any work situation across the life span because it is very comprehensive in covering the steps necessary for career change. What is most appealing for career services professionals is that they can have their clients buy this book and literally walk the client through the career counseling and career change process, with a specific focus on creative employment and ways to make money. The author lists 281 creative occupations and, in some cases, their average salaries (from 2013). The 281 creative occupations listed will assist any client in learning about creative career options and the potential income in those options. The Career Reference Section also gives readers additional resources to further research creative careers.

The author’s comprehensive information to help the reader through the career change process is outstanding. She presents practical information and personal information. From setting goals to joining support groups to career journaling, this book addresses a wide variety of situations most job seekers face and need guidance on.

With the advent of the gig economy and the opportunity to make a living by working remotely, this book helps pave the way for job seekers to better understand the changing workforce and how to stay on top of those changes while matching their innate creativity to the many job options available.

The only information that is not listed is the training required for many of the 281 occupations. Many job seekers want to make a job change into a new field, but they don’t realize the amount of training needed today for just about any job or vocation. This is because at one time in our country’s history, employers trained new employees. Over the years, employers have increasingly hired only the job candidates that have very specific and precise training for job openings.

The job requirements in most of the job openings online require extensive training, skills, and experience. This is something to be mindful of when thinking about a career change. Clients need to be prepared for the reality that making a career change to a new career can take time and money to get new training. Overall, this is an impressive book every career services professional would benefit from having in their office.

Reviewed by **Sharon McCormick**, Federal & Civilian Career & Leadership Development Coach. She can be contacted at [www.careertreasure.com](http://www.careertreasure.com)

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***The Exceptional Professional: What You Need to Know to Grow Your Career* by Callista Gould MBA, Certified Etiquette Instructor. 2018. Keller, Burns, and McGuirk Publishing, Denver, CO, USA.**

Teaching people how to be professional is Gould's goal. This book is about business etiquette, but also covers all aspects of professional behavior and communication. Through clear and humorous examples, she demonstrates not only how to act professionally, but how to react to those who behave badly. The book is written for early career professionals, but more seasoned professionals will find it useful for themselves or for mentoring others.

Gould is quick to point out that business etiquette is not about perfection, but about connection. "The number one rule of etiquette is to break any rule to make people around us more comfortable."

The Exceptional Professional is organized into twelve sections with topics including: networking, table manners, alcohol, entertaining, professional attire, public speaking, business writing, digital devices and communication, meetings, workplace culture, travel, and job interviews. These are all important topics, and while Gould emphasizes how not being an "exceptional professional" can derail your career, she adopts an informal tone and liberally uses humor throughout. You might expect a book about business etiquette to be stuffy and bland, but Gould practices what she preaches. The reader feels comfortable because of her humor, humility, and lively storytelling.

Gould begins with networking, one of the longest sections. She makes this often-dreaded activity approachable with straightforward advice. "Greet with enthusiasm, gather information, and follow up." She follows up with specific ideas on how to accomplish each. Gould makes this topic real. She emphasizes that networking offers an opportunity to develop listening skills, and notes that listening is a fundamental way to offer validation to others. Even the more introverted reader will be comforted to know networking is more about listening and connection than about being the most dynamic person in the room.

Sorting out the effective use of social media, texting, emails, and other digital communication is challenging. Gould gives solid advice in these areas and provides important tips on writing emails that are professional and will be read. She includes insight on formal versus informal communications, and why an email to a manager will be different from one to a team member. She thoroughly covers salutations, emoticons, blind copies, reply all, and incendiary emails.

Another important section discusses navigating the tricky aspects of workplace culture, protocols, and social events. When I wrote earlier that Gould makes it real, I wasn't kidding. Here she covers how to handle shared microwaves and refrigerators, restroom etiquette, personal space and music, office supplies, chain of command, cube culture versus open floor plan culture, making friends, telephone etiquette, sporting events, holiday gatherings, and even why you must never ask a pregnant co-worker, "Are you expecting?"

Gould's most important advice is something we've heard before, "do more listening than talk-



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ing,” She underscores the point that when we make eye contact and genuinely listen, we validate the other person. Validation builds trust and communication, both essential to becoming an “exceptional professional.”

Much of what’s here should be a refresher for career services professionals. However, the way Gould organizes and presents the information provides a handy guide for developing programs and resources for students or clients. Envision an encyclopedia of business etiquette at your fingertips. If you are planning to facilitate a dining etiquette program, every possible detail is covered including table setting diagrams.

I found the content on digital communication, business writing, workplace culture, and dealing with “knuckleheads” and “bully bosses” to be the most useful. Knuckleheads and bully bosses can rattle anyone, but I’ve learned that early career professionals are particularly ill-prepared to deal with them, and to know when to move on. After twenty years in public relations, Gould clearly knows how to handle these topics and types of people. Think of a difficult or awkward situation that could happen, and Gould has likely addressed it.

Even though I’ve read a lot on networking, I appreciated Gould’s take on this topic. As someone who did a lot of this in public relations, she has a way of using humor to make even the most timid people believe they can do it! Strategies for how to “turn your contacts into advocates” is particularly helpful since she outlines step-by-step how to set goals around this.

As director of Lafayette College’s Career Center, I often used (with permission), content from Gould’s Etiquette Tip of the Week newsletter. (I’m still an avid reader!) I enjoyed this book just as much. I was happy to see the same informal style, solid advice, clear examples and a healthy dose of humor.

Those in very informal work settings may disagree with some of her advice which comes from the perspective of traditional business settings. However, Gould is correct in noting it’s better to err on the side of formality, because “sometimes informality creates discomfort especially with people who are new to you.” I valued her philosophy of professional behavior not as a set of rules, but rather as a way of being. She sums it up perfectly: “A professional knows how to connect with people in a way that improves their own life and the lives of others.”

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***The First Hundred Days: How to Hit the Ground Running with a Brand-New Job, by Jeffrey Tarter, 2015. Self-published e-book.***

The First Hundred Days is an assemblage of advice on work relationships, results, reputation, and satisfaction from managers, advisors, experts, and employees to new employees to guide launchpad career experiences.

The First Hundred Days delivers field-tested guidance for on-the-job competence development, survival, and success in the first one-hundred days of employment. It offers counsel through personal story, inspiring anecdotes, practical strategies, helpful checklists, and light-hearted examples.

In this casual read Tarter clarifies perceptions of how the work-world works by organizing content around workplace relationships, results, reputation, satisfaction, and developing a track record of performance. Spotlighted throughout the book are useful, no-nonsense career suggestions, stories, and quotes of influential C-suite executives, legendary authors, management consultants, social science researchers, entrepreneurs, and career strategists.

Featured in Part II, “Personal Stories,” are sixteen first-person narratives that reflect a broad range of first-job experience stories and success strategies that may serve as life lessons to the reader. These suggestions are pieces of straightforward, practical advice to follow in order to thrive and be more effective in life and in the first one-hundred days in the workplace, and for hundreds of days following the first one-hundred.

Careers are in constant fluctuation whether by promotion, layoff reassignment, relocation, job change, corporate, downsizing, or simply life. Because of that constant fluctuation each of us will experience several first hundred days and many professional challenges. Personal and professional development and career progression are lifelong endeavors. The First Hundred Days promises that an investment of a few hours time, energy, and reading will cultivate career growth and professional maturity.

This quick read will appeal to career service professionals who work with newly launching students, relaunching professionals, those entering encore careers, and career services professionals who desire a fresh perspective. The author’s light fiction brings content alive.

The chapter, “The New-Job Playbook,” has empowering information for career professionals to share with entry-level and/or promoting professionals on approaches that maximize career success through strategic negotiations, leveraging internships, delivering presentations, and managing time, meetings, and projects– strategies not taught in school.

While the book is tilted toward the corporate environment, the substance will motivate and inspire any reader and is relevant, regardless of workplace environment, for the complicated, structured world of work. The book is a good first course, crash course, or remedial course on the workplace and would be a solid addition to a personal or career services lending library.

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As a career professional with thirty years experience, I found the book’s career advice to be stellar— each chapter sharing gold nuggets of advice. For anyone launching or relaunching a corporate business career, the book would be helpful. While the book leans toward corporate business, it skirts government, nonprofit, education, and industry. Still, it is an easy read with a casual tone and excellent citations.

However, in the checklists, personal stories, counsel and examples of handling disparate treatment and workplace discrimination based on race, skin color, national origin, gender, disability, religion, age, socioeconomic status, and parenthood are missing. A second edition would be welcome, and strengthen the read, if it is more sensitive to a diverse American workforce, including gender neutral writing, suggestions for navigating discrimination, examples that include white and nonwhite-sounding names, and stories omitting gender-based roles.

Reviewed by **Dr. Cheryl Minnick**, Career Counselor/Academic Advisor, University of Montana; Career Instructor, Career Thought Leaders; and, Guest Instructor, Résumé Writing Academy. Contact her at [www.umt.edu/ae](http://www.umt.edu/ae).

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***Workplace Poker: Are you playing the game, or just getting played?* by Dan Rust. 2016. Harper Collins.**

This book is about workplace politics and other common obstacles to employees' career development and how to better achieve the latter by learning how to master the former.

Having worked with many training and coaching clients and observing their career trajectories, Dan Rust concludes that it is rarely people's actual work performance that determines a successful career or quick bounce back after job loss. Therefore, he wrote this book for those who "are talented, ambitious, and hardworking but feel your career just isn't accelerating as fast as it should," as well as for those who "have been frustrated to see others (less talented, who don't work as hard as you do) achieve rapid professional progress."

Rust wants to peel back the layers of corporate politics, put them out in the open and help the reader to successfully navigate some of the pitfalls of corporate America. Corporate politics is one hurdle, but there are more hurdles to career advancement that usually live within each individual. Rust identifies those as well, and helps the reader steer through the common obstacles working life puts up. His insights are derived from more than thirty years in the corporate world. The book is divided into nine chapters, each addressing a particular workplace issue that often derails employees' career advancement. The topics addressed are:

- how to observe and read colleagues
- navigating office politics
- taking responsibility for one's failures
- strengthening one's career by increasing physical, emotional, and mental energy
- how to deal with personal rejection
- strategic self-promotion
- creating personal rapport and how to influence others with it
- making effective career decisions
- bouncing back from adversity and setbacks

Rust's primary goal of the book is to provide practical skill development to his readers. He wants to drive home the point that talent, ambition and hard work are integral to any career advancement, but are often not enough because employees' career trajectories get derailed by the obstacles outlined above.

Chapter by chapter and obstacle by obstacle Rust details how to overcome them. Each chapter contains a number of real life stories from his training and coaching experience. Rust concludes each chapter with a call to reflection and action. "Think Now" contains prompts to reflect the chapters' content in relation to the reader's own career situation. "Act Soon" outlines actions that can be taken quickly, and "Long-Term Thoughts and Action Points" challenges the reader to more long-term planning and thinking about the specific issues addressed in the preceding chapter.

This book is written for people working in and attempting to succeed in Corporate America. It gives good insight into the inner workings and dynamics that can make or break corporate careers. Even though the corporate world seems to be what Rust is most familiar with, his lessons and insights are applicable to any workplace where more than one or two people gather and co-operate. The information in the book can be put to good use by anybody who wants to plan their career advancement strategically and not just leave it to chance.

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The most valuable parts for career services providers are clearly the sections “Think Now”, “Act Now”, and “Long-Term Thoughts and Action Points” at the end of each chapter. Career counselors and coaches can easily incorporate those prompts and exercises into their own practice. They would be valuable in one-on-one or group coaching sessions as well as workplace training.

The material in the book would benefit younger people just starting out in their careers by educating and familiarizing them with issues they might encounter on the job, plus how to best prepare for and handle them. Career coaches working with mid-career adults who are dealing with stalled careers or concrete workplace issues can benefit from Rust’s insights and conclusions, and use them to address their clients’ needs and career advancement strategies. As such the book can serve as a toolkit for career service professionals.

This book contains a lot of good information and practical advice. That is its pro and con at the same time. If read like a novel, or in one sitting, it is easily overwhelming. This is a book best taken in bits and pieces. The best approach would be to either use it as a work book and, taking one’s time, work through it chapter by chapter taking full advantage of all the prompts and exercises at the end of each chapter. Or the reader can just use it a chapter at a time. With this book it would make perfect sense to just pick out the chapter(s) that are applicable to the reader’s current issue or situation and then come back later to work with the rest.

Overall this book represents a good toolkit and go-to resource to address specific workplace and career advancement issues.

Reviewed by **Anne Nowak**, MA, JCTC, ACRW, Program Director, Career Center of the East Baton Rouge Parish Library, Baton Rouge, LA, she can be contacted at <https://www.linkedin.com/in/annenowak>

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## Appendix

***The Industries of the Future*, by Alec Ross.  
New York: Simon & Schuster. 2016.  
304 pages. Hardbound. \$28.00**

You may ask “Why do we have a review of a book about industry?” My answer is: Impact on career development! Only by understanding what kind of work people will perform in emerging industries can we be effective advisors to the parents of those children who will be job seekers in ten years plus. We can also better counsel career changers who need to adapt in order to survive.

In *The Industries of the Future*, Alec Ross explains how future industries will center on robotics, cybersecurity and cyberwar, genomics, big data, and the impact of digital technology on money and markets. His writing is reader-friendly in a style somewhat like a conversation. There is a wealth of information, and more significantly, his book provides detailed descriptions of how each of these technologies evolved. I recommend this book to business people who have their eyes on future business development. Reading *Industries of the Future* gives you an in-depth look at these five technologies. To give you an example of future work, here is a future career in data science which applies analytics to big data. The job is called “Data Detective.”

### DATA DETECTIVE

Enjoy CSI? Hawaii Five-O? Sherlock? Get a kick out of running down leads, ruling out suspects and solving whodunits? Then we have the job for you! We’re looking to hire creative, talented individuals who can help us investigate the mysteries in our big data. What is our data telling us? What secrets does it contain? Every day we uncover new clues concerning the future of our work. Come join the growing team that asks the tough questions and comes up with the “big answers.”

### OVERALL REQUIREMENTS

The Data Detective Department (D3) sits within our Data Science Unit as part of the Group CIO Office. As a member of D3, you will work with individuals and

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teams across our organization to generate meaningful business answers and recommendations from the investigation of data generated by Internet of Things end points, devices, sensors, biometric monitors, traditional computing infrastructure, next-gen fog, mesh, edge, neural capabilities, etc. Currently, much of the data we collect in these areas goes unexamined. The successful candidate(s) will “go where the data is” and pursue what the data is saying. Candidates should be curious, relentless, resilient and diplomatic but never take no for an answer. Although you will be expected to use the latest tools of the big data trade, you do not need to be a data scientist to thrive in this role. D3 employees need to be equally comfortable with being “in the weeds” and with seeing and explaining the big picture.

### **SPECIFIC RESPONSIBILITIES**

- Embed in departments and teams: Work alongside colleagues in different parts of the business to help them solve their problems.
- Much of this can be done virtually but will often require physical co-location with local teams.
- Examine data: Identify and examine existing data sets generated from multiple sources (e.g., office environmental sensors, finance function spreadsheets, etc.).
- Find new sources of data: Uncover data sources that are not yet being leveraged (e.g., car parking data, office supplies replenishment rates, etc.).
- Ask questions of data: Examine data to surface existing answers and generate new questions.
- Ask questions of people: Work with staff members to find and generate new questions and new answers that are currently unknown (e.g., “In an ideal world, what would you like to know?” “What new information would help you do your job better?”).
- Work data sources: Use each new source of data to generate the next source of data.
- Triangulate different data sources: Mix, compare/contrast and analyze data sets from multiple data sources. Pursue cross-departmental, company-wide investigations and solutions.
- Write reports and present findings: Create written reports of investigations and recommendations, and develop effective presentations of the findings.
- Keep abreast of general developments in data science: Understand the range of technical tools available to support the D3 team’s work.
- Understand the competitive environment: Develop an awareness of competitive trends, such as what competitors are doing in the D3 arena.

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## SKILLS AND QUALIFICATIONS

The ideal candidate will come from the following areas and backgrounds:

- Experience in law enforcement, ideally investigative work.
- Legal background, either as a trained attorney, lawyer, barrister or paralegal.
- Training or academic qualifications in data science and data science technologies. (Please note this is not mandatory but welcome.)
- Knowledge/expertise in “civilian” data science reporting tools (e.g., Tableau, Domo, etc.).
- Qualifications in math and/or general sciences (e.g., physics).
- Qualifications in any branch of finance and management accounting.
- A degree in math, a physical science, philosophy, economics, law or accountancy would be advantageous. Please note that entry-level positions are also available in D3. Candidates without the above background, but who demonstrate interest in data, detective work and math, and possess the personal characteristics listed in the “Overall Requirements” section, are encouraged to apply.

Now that you have seen a description of this future career, you can better present the idea of future work to a client. To learn more about 21 likely specific future careers, see: 21 Jobs of the Future: A Guide to Getting and Staying Employed Over the Next 10 Years. Center for the Future of Work. November 15, 2017. It can be seen at [www.cognizant.com](http://www.cognizant.com). With this idea in mind, read The Industries of the Future in order to understand how we will work in the five specific applied technologies it describes.~**Steven E. Beasley**, Managing Editor Emeritus, *Career Development Network Journal*.



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## GUIDELINES FOR AUTHORS

*The Career Development Network Journal* welcomes original manuscripts on career planning and adult development topics and issues. If you are interested in and have done research on a particular issue, worked in a model program, dealt with special clientele, worked in an unusual setting or with innovative materials, write an article and send it in. All material should be written clearly for a readership composed primarily of practitioners. Criteria for selection of an article are: relevance to the topic of the Journal issue; content that is of value to practitioners; writing that is reader-friendly. Theoretical papers supported by field experience are welcome. You do not need to be a member of the Career Development Network or any other organization to be eligible to submit an article for consideration. Each issue of the Journal is focused on a specific topic, with a Guest Editor knowledgeable in the subject. If you would like to be a Guest Editor, or write an article, contact the Managing Editor at the address below for a schedule of upcoming topics. Unsolicited manuscripts will be acknowledged upon receipt by the Managing Editor and sent to an appropriate Guest Editor for consideration. Some will be sent to the Editorial Board for review. We will notify you when your submission has been accepted for publication or rejected. If the article is published, the author will receive the electronic version of the Journal in pdf format.

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2. Use end notes, not foot notes.
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4. Authors bear responsibility for accuracy of information, references, quotations, tables, figures, and obtaining permissions from copyright holders.
5. On a separate page, provide a biography, including your name, title, position, place of employment, degrees [with Degree, Major, Institution, and date]; work history; honors and awards; major books written; significant articles authored; leadership positions held in professional societies [with dates]; mailing address, phone, fax, and e-mail address. Also send us a head/shoulders photo of yourself in jpeg.
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